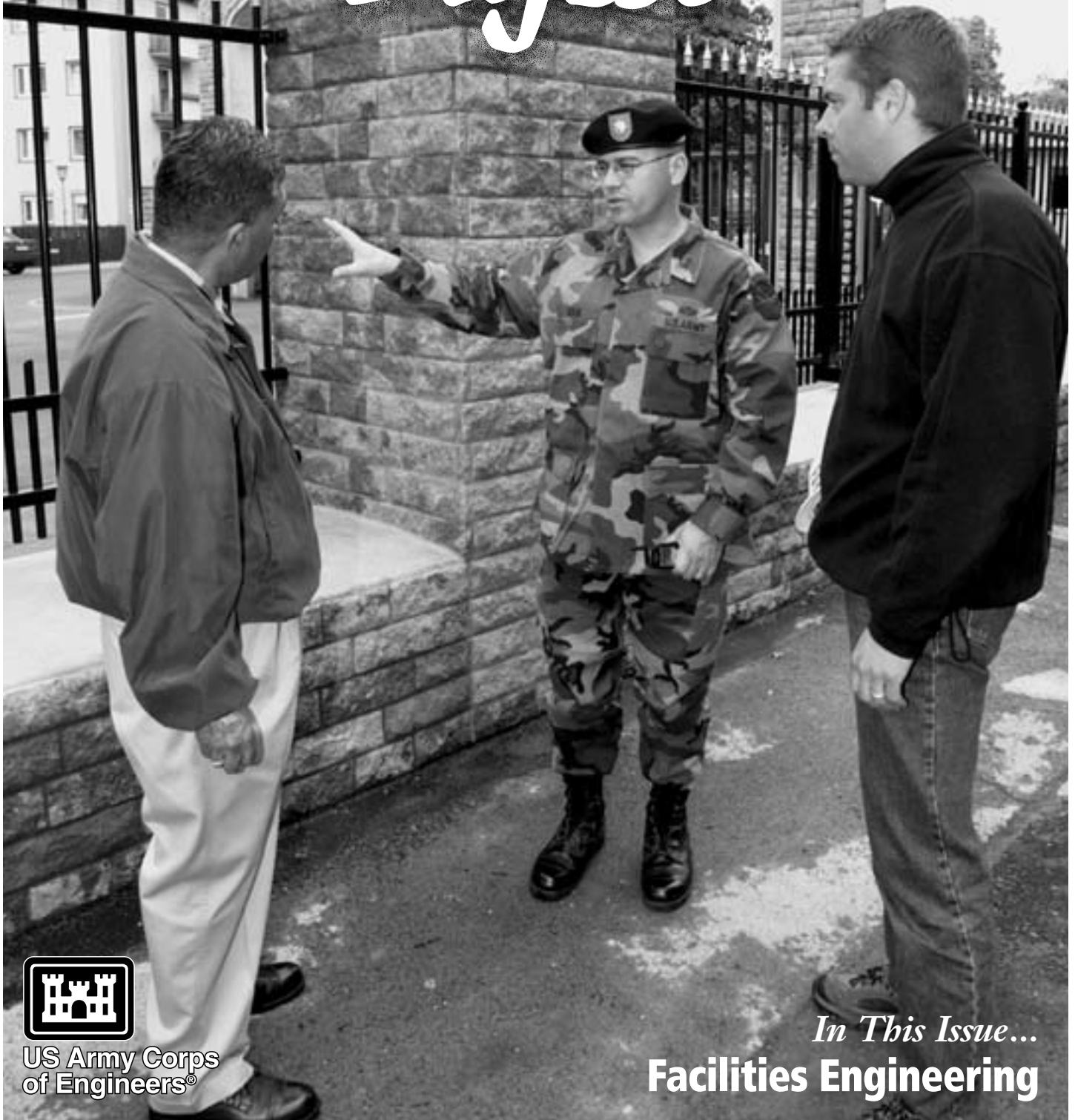


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US Army Corps
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In This Issue...
Facilities Engineering



US Army Corps of Engineers®

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LTC Richard Hook, DPW, 98th Area
Support Group, points out the reinforced
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3 Letter from the Editor

Installation Management

- 4-5 Master Planning *by MG Anders B. Aadland*
- 6-7 The Army Installation Design Standards: a closer look *by Robert Sperberg and Larry Black*
- 7 Army's Environmental Cleanup Program on new course
- 8 The Installation Design Guide Program – the key to installations of excellence *by Dale F. Means*
- 8 Real Estate update
- 9 JOC Steering Committee meets *by Lu Lillie*
- 10-11 From behind the wheel *by David Fuchs*
- 11 Moratorium on installation management *by Brigid O'Connor*
- 12-13 Resourcing for the future *by Richard Murphy and Wendy Schmidt*
- 13 Getting your SRM project approved
- 14-15 Improving business in the DPW world *by Peter Almquist*
- 15 Army real property and The Chief Financial Officer's Act *by Julie Jones*
- 15 Sustainment restoration and modernization codes in the real property inventory *by Julie Jones*
- 16 The SPiRiT of Sustainable Design and Development *by John A. Scharl*

Automation

- 17 GIS – “One Army, one installation, one map, available to all” *by Josh Delmonico*
- 18-19 Building installation requirements with a performance based foundation *by Stephen G. Barth*
- 19 Integrated Facilities System SCP 15 replaces Work Estimating Program *by Brigid O'Connor*
- 20-21 Facility Composer to help Army achieve “Objective Installations”
by Dana Finney and Beth Brucker
- 22 Consolidation of Army facilities engineering installation management regulations and the
“virtual library” *by David Purcell*
- 23 New web site provides consolidated housing information *by Terri McClelland*

Anti-terrorism/Force Protection

- 24-25 How vulnerable is your installation infrastructure? *by William F. Eng*
- 25 Defense Threat Reduction Agency Joint Staff integrated vulnerability assessments
- 26-27 Protecting the force *by Brian H. Temple*
- 27 Fort Eustis breaks ground on second access road *by Jerry Rogers*
- 28 Fort Lewis at forefront of technology *by Andrea Takash*

Awards

- 29 Fire & Emergency Services award winners announced
- 29 LTG Flowers presents USACE Architect, Interior Designer and Landscape Architect
of the Year awards
- 29 Pentagon Memorial design chosen

Professional Development and Training

- 30-31 Facilities Engineering Acquisition Career Field – not your typical AT&L career field
by Mark Grammer
- 31 Workshops focus on low impact development *by Brian Feeney*
- 32 Update on CP-18 *by Milt Elder*
- 32-33 Professional development of the Army garrison management workforce *by Larry Black*
- 33 Plan now for the 2003 DPW Worldwide Training Workshop *by David Purcell*

Success Stories/Innovative Ideas

- 34 Fort Drum to monitor water quality in real time *by Dana Finney*
- 35 ERDC's Cold Regions lab employs innovative cleanup effort *by Marie Darling*
- 36-37 Baltimore District builds new housing *by Chanel S. Weaver*
- 37 New gas station makes gassing up easy *by Brian H. Temple*
- 38 Main pier construction at Third Port humming right along *by Jerry Rogers*
- 39 Senior NCOs move into renovated barracks *by David McNally*
- 40 Fort Monroe flexes its “sporting” muscles *by Ruby Garnett and Bobby Belleza*
- 40-41 Deconstruction method speeds building removal at Fort McClellan *by Stephen Cosper*
- 41 Recycling for erosion control *by Gwyn Howard*

Who's who *by Alexandra K. Stakhiv*

- 42 Donald G. LaRocque
- 43 Robert J. Sperberg



LETTER FROM THE EDITOR



This is our first facilities engineering issue of the *Public Works Digest* in a very long time. Working closely with representatives from the Installation Management Agency (IMA) the Office of the Assistant Chief of Staff for Installation Management (OACSIM), and various U.S. Army Corps of Engineers offices, we have covered a wide range of topics, including the Installation Design Guide/Standards, anti-terrorism and force protection on installations, professional development in the facilities engineering field, defining installation requirements with performance measurements, DPW regulations on-line and so much more.

And speaking of IMA, MG Anders Aadland, IMA Director, has written a powerful argument for master planning as a critical component of installation management. He is making emphasis on installation master planning a key goal for his new IMA organization and he is asking for your assistance in developing comprehensive master plans to provide quality services for the Army's soldiers.

By now you have heard of the new Installation Design Standards. This is the most significant document to come out of HQDA in recent years, and it will have a profound impact on how repair, maintenance and construction are done on your installation. In the Installation Management section, ACSIM's Larry Black and Bob Sperberg take a closer look at the IDS and IMA's Dale Means explains the IDG to show you how applying the IDS and developing the individual IDG can improve not just the appearance but the function of Army installations.

Attention, all DPWs! There is a moratorium on development and procurement of installation management automated systems. You can read all about this new policy and how it applies to the systems that support all base support activities on p. 11. The article also tells you how to request an exception for your installation.

In a special Anti-Terrorism/Force Protection section, ACSIM's Bill Eng poses the question, "How vulnerable is your installation?" The article on p. 24 explains the strategy behind the DoD anti-terrorism standards. In addition, U.S. Army, Europe, Fort Eustis and Fort Lewis discuss what they are doing to protect the force on their installations.

The Who's Who section of this issue introduces two newcomers—the IMA Program Manager for Public Works, Don LaRocque, and the Chief of ACSIM's Facilities Policy Division, Bob Sperberg.

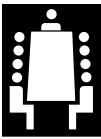
As always, there were many success stories submitted. Fort Drum is monitoring water quality in real time, USACE's CRREL has an innovative idea for cleaning up groundwater contaminants, and Fort McClellan is employing a new method for deconstruction. These are but a small sample of the innovative ideas inside this issue. Our aim is to provide you with solutions to some of the problems encountered as you go about the business of facilities engineering at your installation. We're confident that you'll find some new ideas to help you perform your work more efficiently and effectively.

Finally, a reminder that it's almost that time of year again. The annual DPW Worldwide Training Workshop will take place on 2-5 December in Washington, DC. The organizing committee is setting up an impressive lineup of speakers, and we plan to share their insights and ideas in the January/February issue of the *Public Works Digest*.

Until next time...

Alexandra K. Stakhiv

Alexandra K. Stakhiv, Editor, *Public Works Digest* **PWD**



MG Anders B. Aadland is the Director of the U.S. Army Installation Management Agency. He serves as principal advisor on installation management to the Assistant Chief of Staff for Installation Management (ACSIM) and spokesman for all Army base operations issues, overseeing the management of 181 Army installations, 75,000 military and civilian personnel and a budget exceeding \$8 billion.

Master Planning: a critical component of Installation Management

by MG Anders B. Aadland

The U.S. Army Installation Management Agency (IMA) is transforming both the Army and more than 180 installations æ the platforms where we train, prepare and conduct the Army's missions. Installations are the work centers for the military and civilian team, hometown for our families and, unequivocally, represent a symbol of enduring freedom for the world. As such, IMA is the preeminent Department of Defense agency charged with the all-encompassing responsibility of producing highly effective, state-of-the-art installations worldwide, by maximizing support to people, readiness and transformation.

The quality and character of our Army's installations affect how we accomplish the mission by influencing the performance of our most important asset æ quality people. It is incumbent upon each of us to focus our efforts on setting the highest installation standard, establishing cohesive plans and wisely investing and safeguarding the precious resources we have been entrusted with for the process of developing and sustaining quality installations. Our investment in excellence today supports mission accomplishment, transforms the Army and drives down the long-term costs associated with operating the Army tomorrow.

Management planning for installations of the future must focus on streamlining, realigning, modernizing and standardizing services and the workforce, recapitalizing investments and reducing fixed costs. We must also effectively respond to changing force structures and stationing decisions, Army Transformation requirements,

declining facility conditions, force protection and soldier well-being issues, while also improving installation infrastructure and preserving the environment.

Ultimately, our goal is to provide effective, efficient and equitable management of mission-ready, force-capable installations that serve as a base for optimal support and flexibility. Leveraging available resources and seeking legislative and policy changes will help the Army accomplish this goal over time.

During the last ten months, IMA's leadership has had the opportunity to assess many vital installation management functions worldwide and evaluate where we are and where we should be. One area that has surfaced resoundingly as a critical concern, because it is so important to the future of our installations and, to a great extent, not being accomplished to standard today, is master planning. At too many installations, garrison commanders (GCs) and directors of public works (DPWs) are reporting that master planning is no longer resourced, is not being done well or at all, or is the victim of other competing priorities. This is unacceptable because the master plan is the life's blood for each installation's future.

One of IMA's key goals is to increase emphasis on installation master planning and, on a broader scope, installation strategic planning.

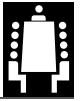
To fulfill our role as the agent of change in Army Transformation, installations must firmly embrace and then move forward with the Army's vision to become "Objective Installations." This will require accu-



MG Anders B. Aadland

rate data, proactive planning, top-notch leadership and extensive coordination among stakeholders. Regardless of where you are, what Major Commands your installation came from or what names you've given to your master planning and real property planning organizations, we must incorporate the following fundamental pieces of this process to be successful:

Real Property Master Planning. All installations must develop, coordinate and produce real property master planning. A key DPW mission, this constitutes the critical first step in a process that defines the long-term vision and end-state of an installation. Critical elements include, but are not limited to: real property inventory, Installation Status Report (ISR), Installation Design Guide (IDG), future development plans and service-based costing data. The real property inventory is the cornerstone of the master plan and is worthless if



not accurate and up-to-date. But the accuracy of our inventories has been suspect. To correct this requires the leadership attention of all garrison commanders and DPWs. The IDG must now mirror the recent Department of the Army-approved Installation Design Standards (IDS) that provide common standards for facilities on all Army installations.

Installation Master Plan. Master planning is often thought of only as setting local military construction priorities, but it encompasses far more than that. Facility utilization decisions, Operations and Maintenance, Army (OMA)- and Army Family Housing (AFH)-funded construction/repair projects, stationing actions and the priorities/desires of the tenant organization commanders, are all important components of master planning. These elements and the Military Construction Army (MCA) program must complement each other to achieve systematic and orderly development and evolution of the installation master plan. The installation Real Property Planning Board (RPPB) is the forum in which these decisions are developed. The GC chairs the RPPB and the DPW is the executive secretary. Real property master planning is formally outlined in Army Regulation 210-20, Master Planning for Army Installations, and establishes the policies, procedures and responsibilities for developing and implementing the Real Property Master Plan (RPMP).

Installation Strategic Planning. Important as it is, the RPMP is but one component of a comprehensive Installation Strategic Plan (ISP). The ISP sets the overarching azimuth for the installation's future, embracing the Malcom Baldrige management principles now embedded in the Army Performance Improvement Criteria that define Army Communities of Excellence. The ISP includes all the func-

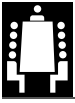
tional area master plans applicable at each installation, such as ranges and training areas, energy utilization and conservation, environmental management, non-appropriated fund capital purchases and construction, information technology, force protection and physical security, human resources, emergency response and contingency, mobilization and deployment support. Installation staff elements work each of these functional plans. However, they are often developed independently, without benefiting from an integrated framework and, in those cases, the sum is less than the total of the parts. It is essential that we set and achieve priorities that will endure. As we standardize garrison organizations and better define primary installation missions, mission essential task lists and functions, real property master planning and installation strategic planning, these elements will drive the synergy and common focus needed for Army installations to succeed and for IMA to fulfill its fundamental mission to support the soldiers, families, civilians and senior mission commanders (SMC).

Installation Planning Board (IPB). The IPB is the key forum to obtain local consensus on the installation master plan, vision and priorities as integrated in the ISP as from the senior leadership level of all installation stakeholder/tenant organizations. The IPB should meet no less than semiannually, chaired by the installation commander (IC) or designated SMC, facilitated by the GC and supported by the entire garrison staff. As stated earlier, the installation RPPB, facilitated by the DPW, is one of several intermediate-level fora that provide vital input to the IPB. The IPB is the place to synthesize the various supporting plans into the vision that constitutes the ISP, and to achieve direction, priorities and buy-in from the major organizations on that installation. There is no Army regulation requiring the IPB, but

this forum results from the application of Malcom Baldrige management principles (some installations refer to the IPB as an Executive Steering Committee.) Bottom line: the IPB is that forum that brings the SMC/IC authorities to the table to witness first-hand and guide the overarching concept for the future of the installation, hear the concerns and priorities of stakeholders and issue guidance and approval of the ISP.

Master planning is not an occasional pursuit. It is not optional. It is a continuous process that must be worked skillfully and hard. It is the process that enables proper decisions on the use and preservation of our land and infrastructure, ensures good stewardship of construction resources and builds enduring installations over time. Improving installation master planning Army-wide is one of IMA's most fundamental and important objectives. We must overcome the short-sightedness of the past and revitalize the entire planning and execution process through better training, better vision, better real property inventory data, better coordination with stakeholders, best management practices, common standards and consistent criteria for success.

Set aside any debate between mission and garrison responsibilities. IMA will be the catalyst that enables the Army to enhance the quality of life for its soldiers, enables tactical units to focus on training deployment and operations, strengthens combat readiness to prevail in every mission and lays a solid foundation for successful execution of Army Transformation and support of the Army's Vision. We need everyone's concerted leadership efforts to set the vision and orchestrate the direction for installation transformation and management by developing comprehensive master plans that ensure the Army provides the quality services our soldiers deserve, while also making optimal use of scarce resources now and in the years to come. **PWD**



The Army Installation Design Standards: a closer look

by Robert Sperberg and Larry Black

Our soldiers, the civilians, and their families who work on or visit our installations deserve the very highest standards of quality in the places they live and work. Our installations are hometowns for a large percentage of Army families. The goal of the Army Installation Design Standards is to make our Army communities function at their best, reflecting the quality of our Army and its soldiers.

The Army has been continuously working toward such a goal. When Army installations became permanent posts, architects were retained to design facilities across the nation and overseas. In more recent history, the concepts and guidelines required for high quality installation design were written and illustrated in Installation Design Technical Manual 5-803-5, published in the early 1980s. This led to the creation of specific Installation Design Guides (IDGs) at most Army installations.

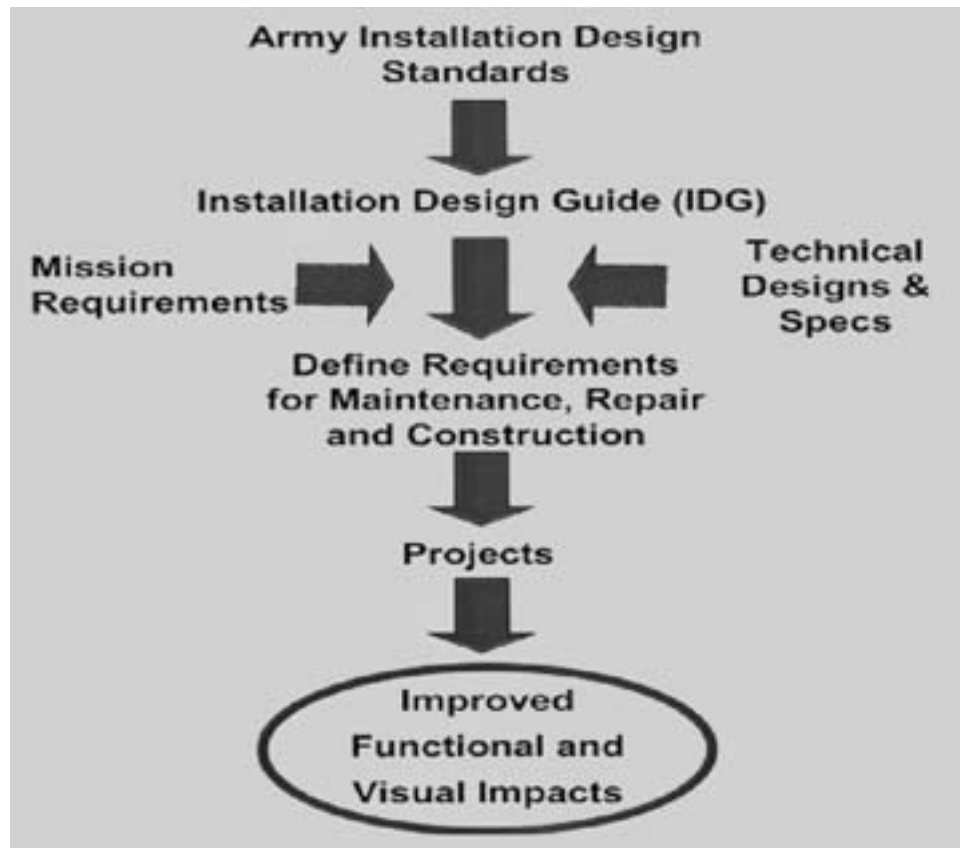
Going hand in hand with the IDGs is the Army Communities of Excellence (ACOE) Program, implemented in 1988 to instill pride in the facilities and services the Army provides for its people. It is based on setting high standards for the facilities and services we provide, and rewards those who best carry out these precepts.

The new Army Installation Design Standards energize and standardize the values established by these two programs.

New Army Installation Design Standards and Their Application

The Army has established a single source for all standards for the appearance and function of our installations. The Army Installation Design Standards (IDS) were approved by General Keane, Vice Chief of Staff, Army (VCSA) on 22 April 2003 and are posted to the ACSIM website home page for use by all Army installations, <http://www.hqda.army.mil/acsimweb/homepage.shtml>.

These standards were effective immediately as the criteria for all Army maintenance, repair, and construction projects.



The "Installation Design Standards" is the capstone document that drives the Installation Design Guide.

The VCSA's expectations in a message 24 April 2003 to Army leadership are: "This program requires your personal attention to get behind this initiative, ensuring Army wide acceptance and implementation. With your support Army Installation Design Standards will improve the function and appearance of our installations for soldiers, Army civilians, and their families. Commanders must implement the Army Installation Design Standards and support this important team effort as a part of how we do business, both now and into the future."

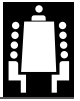
The Army IDS were assembled from a broad spectrum of existing Army policies and directives, as well as appropriate standards from DoD, other services, and other federal, state and municipal agencies. The consolidated document is web based and provides hyperlinks to each adopted stan-

dard for easy reference by planning, design, engineering, or installation management personnel.

The Army IDS:

- Establish a level of facility standardization across all Army installations, garrisons, depots, centers, training sites, including Army Reserve.
- Foster a sense of community, order, tradition, and pride.
- Provide guidance on cost effective resource investment.
- Ensure sustainability, reliability, and efficiency in our installations' functions and appearance.

The IDS model sets the installation's functional and visual standards that govern



(continued from previous page)

development, facilities, infrastructure, and upkeep in first-class cities. Its purpose is to provide specific guidance on design, maintenance, and functionality.

The IDS provides well-illustrated standards and guidelines for site layout planning; architectural character, colors and materials; vehicular and pedestrian circulation; and landscape elements such as plants, seating, sign schemes, lighting, and utilities. The standards define high quality, sustainable (lasting), maintainable design, Anti-Terrorism/ Force Protection (AT/FP) measures, and take into account environmental, historical and cultural considerations, durability, safety, compatibility as well as many other attributes.

Installation Design Guides and Their Development

Each installation will develop its individual IDG based on the IDS model format and standards. The Installation Management Agency (IMA) will issue instructions for the preparation of the IDG and will ensure compliance to Army IDS by each installation. As illustrated in the diagram, the IDS is the capstone document that drives each Installation Design Guide, requirements, projects, and produces improved functional and visual impacts.

The IDG, along with known mission requirements from the proponent and using agency, together with technical designs and specifications for specific facility types approved by the ACSIM, will define an installation's repair, maintenance, and construction requirements. These requirements will be developed into projects. When executed, these projects will directly enhance both the installation's function and appearance. Facilities will no longer be designed as individual isolated projects, but as coordinated components in full context with the Army's vision for excellence in installation management.

In order to achieve consistency among all IDGs, development or update of the documents will now be accomplished using the following logical and creative five-step process established by the Army Installa-

tion Design Standards:

Step 1. Installation Profile. Initially an installation profile is created in which the installation setting, existing land use, and proposed land use are detailed.

Step 2. Visual Surveys. The first survey establishes the visual zones and themes of the installation. A second survey documents the visual and functional assets and liabilities within each visual zone.

Step 3. Visual Zones and Themes. Information that is gathered in Step 2 is used to designate various visual zones. Zones with similar visual characteristics are grouped together to form a broader category called themes. Visual characteristics define the "look and feel" of an area together with its dominant manmade and natural features.

Step 4. Assets and Liabilities. Each visual zone is then defined in terms of its assets and liabilities, and a functional analysis is prepared.

Step 5. Recommendations. Recommendations are developed to capitalize on the assets and correct or eliminate the liabilities. Then, specific projects relating to attainment of a high quality community are drawn up. These are placed on a prioritized list of projects for approval by the installation Real Property Planning Board, chaired by the garrison commander.

The Way Ahead – Status and Projected Short- and Long-term Implementation Plans

A team of ACSIM and IMA together with lead Major Army Command (MACOM) and installation design professionals, supported by an Architect-Engineer firm, all worked very intensively for the past year to develop the new Army IDS. Part of this effort included finding the best examples of installation IDGs Army-wide, analyzing them, adopting, and combining their best features in the new Standards. This initial phase will continue to seek and find the best of best practices to incorporate as the Army standard and post to the ACSIM web site. Individuals should register e-mail addresses with

ACSIM Facilities Policy Division to receive electronic updates to the standards by electronic newsletter currently under development.

The next steps in the implementation process include resourcing, updating, improving, and standardizing the IDGs that already exist, and to prepare new ones for installations that do not have them. Also, training and briefing material, along with a video, are being developed to spread the word and develop a cadre of "trained and critical eyes" needed to look at our installations, analyze them, and prepare the IDGs.

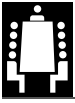
Phased implementation plans (as discussed on page 8) are being developed by IMA that establish the priority order for installations to receive IDG support, as well as a schedule for maintaining and updating the IDGs. The update or "start-from-scratch" work at the installations, based on these implementation plans, will then get started.

The installation Real Property Planning Board will monitor development and review their IDG. Garrison commanders shall submit IDGs to the IMA Region Directors for approval. Requests for waiver from the Army IDS shall be submitted to the ACSIM for approval.

The VCSA 24 April 2003 message also said, "We will measure installation compliance. Garrison commanders will report progress in implementing these standards through their IMA chain of command as part of their performance management review." All of this is being carried out with an overall vision in mind: It is our goal that one day, our soldiers, civilians, and their families who live, work on, or visit the installation will take a look around at their installation and say, "This is a great place to live and work."

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Robert Sperberg is the Chief, Facilities Policy Division, ACSIM; and Larry Black is a Program Manager in the Facilities Policy Division. **PWD**



The Installation Design Guide Program – the key to installations of excellence

by Dale F. Means

The Installation Design Guide (IDG) Program has been developed to support the improvement of Army installations and will provide an all-important bridge from the present to the future. IDG will have a long-term, lasting impact on the quality of the living, working and operating environments we provide for our soldiers, their families and the Army civilian workforce.

The IDG Program is based on the recent completion of Installation Design Standards (IDS). These standards fulfill the promise of the Army's top leadership to:

- Provide common facilities and infrastructure standards for all Army installations.
- Instill a sense of community, order, tradition and pride at Army installations.
- Provide guidance on cost-effective resource investments in Army installations.
- Ensure sustainability, reliability and efficiency of all Army facilities.

In fact, the individual installation IDG must mirror the recently approved Department of the Army IDS that provides common standards for facilities on all Army installations. Both the IDS and supporting IDG programs have been strongly endorsed by Army Vice Chief of Staff General John M. Keane and Assistant Chief of Staff for Installation Management (ACSIM) MG Larry J. Lust.

The Installation Management Agency (IMA) is developing the decisive implementation plan for this program. Simply stated, IMA is planning and directing an Army-wide program to accomplish two key objectives:

- Generate IDS-compliant IDGs
- Concurrently achieve IDG-compliant installations

Ultimately, IMA must bring all IDGs into compliance with the IDS, while simultaneously bringing all Army installations into compliance with the IDS. More

specifically, IMA will establish an IDG for every installation that will be fully IDS-compliant, develop a time-phased plan to achieve that end result and program adequate resources to support this initiative during Fiscal Years (FY) 2004-2005. Concurrently, IMA must implement the necessary installation standards to begin moving the program forward as quickly as possible.

IMA views individual installation IDG development as a key component of each installation's master plan. IMA will begin measuring installation compliance, and garrison commanders will report progress in implementing these standards through their IMA chain of command as part of their performance management review.

The IMA plan calls for the following phases:

- Assessment Phase – remainder of FY 2003
- Phase I IDG Development – FY 2004
- Phase II IDG Development – FY 2005

The assessment phase will include an IMA-led (with contractor support from ManTech Environmental Corporation) collection of data, review of existing IDGs and a determination of what planning needs to be done to bring them into compliance. This will include assessment visits to the four U.S. IMA regions and the Pacific Region during the remainder of FY 2003. Upon completion of this initial assessment, IMA will prioritize the work effort and develop the resource requirements to bring all IDG Programs up to standard.

Phase I will call for initiation of work to develop compliant IDGs for those installations that need the most work and, accordingly, be the most time consuming to complete. Realistically, this effort will very likely extend into FY 2005.

Phase II will call for additional work to bring near-compliant IDGs into full compliance with the IDS. By the end of FY 2006, all IDGs should be in full compliance with the IDS. IMA expects these two devel-

opmental phases to be supported by several commercial contracts for worldwide use.

Since the recently approved standards are effective immediately, garrisons have been directed to only initiate projects that will meet the newly developed IDS. These standards are posted on the ACSIM web site at www.hqda.army.mil/acsim/homepage.shtml under "Hot Topics." We must start the process now, remembering that the longest journey always begins with a single step.

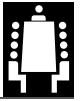
With everyone's dedicated support, application of the Army IDS, and the development of the individual IDG to support it, will improve the function and appearance of our installations for soldiers, their families and Army civilians. All members of the IMA and Army Corps of Engineers team need to throw their full support behind this vital program as we move the Army's installations into the future.

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Dale F. Means is a senior engineer operations manager with MPRI supporting the Installation Management Agency. **PWD**

Real Estate update

Heads up! Information on the recent Real Estate update concerning the Rural Development Act of 1972 can be found on the ACSIM homepage at: <http://www.hqda.army.mil/acsimweb/doc/ImplementationofRuralDevelopmentActof1972.pdf>. Please take the time to read the new guidance and share it with your counterparts. **PWD**



JOC Steering Committee meets

by Lu Lillie

The Job Order Contracting (JOC) Steering Committee held its 19th meeting, 10-12 Jun 03 in Alexandria, Virginia. The committee welcomed several new members, including new Vice-Chair, Godfrey Smith, HQ, Army Contracting Agency (ACA).

Barbara Heffernan, Deputy, Resource Management, HQ, Installation Management Agency (IMA), briefed attendees on the Army Transformation of Installation Management. The Secretary of the Army's intent of transformation was to free mission commanders from the chore of running day-to-day operations.



The JOC Steering Committee 2003.

With headquarters in Crystal City, the new IMA consists of seven regions and serves as one agency.

The Installation Management Board of Directors (IMBOD) helps accomplish IMA's mission by providing strategic directions. Voting members of the IMBOD are made up from select General Officers from the MACOMs and senior members of Army leadership. IMBOD members do not represent the individual MACOMs, but rather the soldiers, their families and Army civilians.

The IMA is looking at the business processes and ways to increase efficiencies. In the area of acquisition, efficiencies can be gained by groupings of local or regional solicitations/contracts, such as furniture renovation and building demolition (possibly by building type). IMA is in partnership with NETCOM for blanket purchase agreements for wireless/mobile communications and consolidated telephone service contracts. The IMA also has a partnership with the Army Contracting Agency (ACA). There are ACA liaisons within the IMA, the regions, and NETCOM.

Suellen Jeffress, Director of Liaison, Army Contracting Agency, provided atten-

dees with an ACA update. While installation management was transforming into four CONUS regions, the ACA transformed into two large CONUS regions – Northern Contracting Region (Fort Monroe) and Southern Contracting Region (Fort McPherson). ACA's plan is to establish Centers of Excellence at Regional Contracting Centers where common goods and services will be consolidated, e.g., security guards.

In addition, the Information Technology, E-Commerce and Commercial Contracting Center was established with a mission of providing an Army enterprise-wide buying capability for common-use IT and commercial items (non-weapon systems). The goal is to have award ordering type contractual vehicles in place, such as IDIQs and BPAs, where installations will place orders.

Jeffress stated that ACA is a new way of doing business. Its most important objective is to provide excellent customer

service. "ICE" is an interactive customer evaluations web-based system – where individuals can input customer service comments on service received. Contact ICE at <http://ice.disa.mil>. ACA website is <http://aca.saalt.army.mil>.

John Scharl, OACSIM, gave a presentation on Sustainable Design and Development (SDD) and its rating tool, SPiRiT. He suggested discussing SDD requirements in pre-proposal meetings; including SDD requirements in solicitations; discussing SDD with contractor during project scopings; and including SDD items in the unit price book. Scharl provided examples of SDD-related clauses to include in JOC solicitations and contracts.

The committee held a round-table discussion with two members from Centennial Contractors Enterprise, Inc. (CCE). CCE has 13 years of JOC experience, mostly with DoD. CCE's presentation compared the Army's JOC program with the other services and private sector, and offered some suggestions on improving the program. The discussion provided insight on topics such as multiple awards, regional contracts, and partnering.

The Committee resolved numerous issues that have risen in the past year, such as who owns the contractor's proposal; can we use incentive or award fees in a JOC contract; and are regional JOC contracts a good idea. They also revised Appendix E of the JOC Guide which will be posted on the JOC website. Please check the JOC website for the JOCSC minutes at

http://www.hqda.army.mil/acsimweb/fd/policy/JOC_051001/joc/pages/home.htm

JOCSC also bid farewell to two charter members – Greg Christensen and Cecil Goodwin who are retiring.

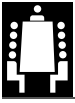
Greg has worked in the DPW business for 23 years, serving as family housing engineer, Chief, Master Planning, and Division Chief of Engineering Plans & Services. In 1989 the JOC Branch was established and one of the first JOC contracts was awarded at Fort Sam Houston, one of the original test sites. Greg represented the Health Services Command on the JOCSC. He hosted the first chartered meeting of the Committee in San Antonio in January 1992. Later he represented the Medical Command and with assistance from Fort Worth District, awarded the first CONUS-wide JOC contract for use by medical treatment facilities. Greg retires on 31 July with 31+ years of federal service.

Cecil served as TRADOC engineer member and worked with the Committee before it was chartered. In fact, it was Cecil's idea to form the JOCSC to try and make it easier to coordinate the various policies that were being developed at the time. With the MACOMs' engineers and procurement individuals serving on the JOCSC, separate MACOM staffing of policies was eliminated. This allowed the implementation of JOC and its policies throughout the Army to proceed in a quick, efficient, and cohesive manner. Cecil was instrumental in making the 1995 JOC workshop a success. He was also the driving force behind the plans for a repeat of the workshop in FY04. Cecil will retire 30 September with 33 years of federal service.

Both Greg and Cecil will be missed!

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From behind the wheel

by David Fuchs

In August 2002, the Department of the Army transferred the nontactical vehicle (NTV) mission from the G-4 to the Assistant Chief of Staff for Installation Management (ACSIM). This action now permits more efficient management of the Army's NTV fleet. Historically, the NTV mission was in part managed by the G-4 and by the ACSIM for DPW vehicles.

NTV Policy Drivers

The goal is to better manage the fleet to meet the mission. The major tasks for the upcoming year are to right size the entire NTV fleet, to capture all the owned, leased and contract vehicles and to better manage the inventory the following requirements.

An April 10, 2002, Office of Management and Budget(OMB) letter to the Secretary of Defense state that the overall number of vehicles seemed excessive in many cases and that significant reduction may be in order. OMB also sought ideas on cheaper and different fleet management or leasing arrangements. The overall goal is to better manage the fleet to the meet the mission.

The Energy Policy Act established for the federal government a goal that 75% of all light duty vehicles acquired in a metropolitan statistical area with a population of 250, 000 or more must be alternative fueled vehicles.

Executive Order 13149, "Greening the Government Through Transportation Efficiency," requires a complete accounting of all Federal vehicles and the costs to operate those vehicles. The Department of Energy and General Services Administration developed the Federal Automotive Statistical Tool (FAST) to accomplish that mission. In addition, each agency was directed to reduce petroleum consumption in administrative motor vehicles by 20% through 2005, from a 1999 baseline. The U.S. Army Tank Automotive Command is the Army executive agent for the FAST.

Key Issues

Sport utility vehicles (SUVs) are ideal off-road equipment to support duties that require capabilities exceeding those of a sedan or truck. However, SUVs cost more to buy or lease, and as a class, have a poor

miles-per-gallon rating. They are considered a status symbol and too easily attainable. Army activities are required to use the smallest, most fuel efficient vehicles available to meet our needs. Specifically, where a Class II sedan or light duty pickup truck will meet mission requirements, a larger and more prestigious SUV will not be acquired, leased, or used. Army Regulation 58-1, chapter 2-9 establishes the Army SUV policy and provides for certain exceptions. If you have SUVs that do not meet the criteria, turn those vehicles in during the normal replacement schedule.

Reducing petroleum fuel and increasing the use of alternative fuels are required by Executive Order 13149. The objective is to reduce petroleum consumption in administrative use motor vehicles by 20 percent by FY 05 from a 1999 baseline. The most direct approach is to reduce fleet size. The Army also can meet the objective by using alternative fuels in their flexi-fuel vehicles more than 51 percent of the time. A third method, is to use B-20 blend biodiesel. The B-20 blend, which is an approved alternative fuel that is provided by the Defense Energy Support Center, costs \$0.15 less a gallon than diesel. The Army will earn one Alternative fuel vehicle credit for each 2,250 gallons of B-20 used in addition to reporting the amount of petroleum product that was displaced.

The Army Petroleum Center is identifying installations that use significant quantities of fuel, and with funding from the Defense Energy Support Center, Maintenance Repair and Environment Account, the Center is modifying existing tankage to accept E-85 and B-20 at no cost to the installation. The installations should continue to work with the General Services Administration to cluster the appropriate AFV around installations with alternative fuels.

The acquisition or lease of AFV is a requirement of the Energy Policy Act. The Army leases, annually, about 5,300 light duty vehicles from GSA that meet the requirements of the Energy Policy Act. The vehicles

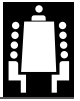
are less than 8,500 pounds gross vehicle weight and garaged in a metropolitan statistical area with a population of 250,000 or more. The Army effort to meet the Energy Policy Act goal, that 75% of those 5,300 light duty vehicles are AFVs is meeting with some success. In FY 02, the Army leased 2,810 AFV from GSA at a cost of \$4.5M. In FY 03, GSA will provide the Army nearly 4,000 AFVs at a cost of \$6.5M and we will meet the Energy Policy Act goal. We are working with GSA to cluster appropriate AFVs with the correct alternative fuels at installations and areas.

In the not too distant future, we can expect the Army to be a test bed for the technological changes that are being developed to support the energy security needs of the nation. This is a great opportunity for our community. What we achieve as an incubator will work its way in to the mainstream as practical alternatives to the current internal combustion engine. The technologies tested will, in many forms go on to support a new class of lighter, faster, tactical vehicles that have a smaller logistics footprint.

When asked to be a test bed for these future efforts, give it serious consideration. Obviously the national goal is to move toward implementing a Hydrogen Fuel Cell Vehicles program. That timeline is being worked vigorously by the original equipment manufacturers. However, the Army is clearly committed to reduce petroleum consumption in support of federal energy security and environmental objectives in both the near and long term. This path will include use of all the existing alternative fuels and combination engine technologies such as the hybrid vehicles.

Administrative and DPW vehicle procurement funding is scarce. There is no easy solution in sight. We are continuing to pursue the legalities of vehicle leasing as an option to purchase. Leasing would use installation operations and maintenance funds and the installation would have a clear picture of the cost of the operation supported by that vehicle. Leasing is expensive, especially for fire trucks. The decision to lease a fire truck or other expensive items, could force the installation commander to reorder priorities for O&M funds.

Fire apparatus replacement and upgrade has reached a crossroads. Procurement ➤



Moratorium on installation management automated systems development, procurement and contracting

by Brigid O'Connor

The Office of the Secretary of Defense (OSD) has established the Financial Management Modernization Program to transform and standardize business practices, information and automated systems throughout the department. It encompasses all core business processes to include the installations and environment domain. In anticipation of the selection and transition to standard DOD systems and to minimize current automated expenditures by the Services in related mission areas, OSD has placed a moratorium on software development, enhancement and acquisition.

Concurrently the Army Chief Information Officer has directed through the Army Knowledge Management (AKM) program that existing numbers of automated systems and servers be reduced and that application processing be centralized. Further, FY03 AKM Goal 1 Resource Execution Guidance requires a waiver on all non-programmed IT expenditures over \$25K for operations and maintenance and over \$100K for research, development and acquisition.

The Army is not complying with the intent of these directives and continues to purchase and proliferate systems to support base operating functions. While the initiative to improve productivity and decision support is recognized, the collective result is an increasing number and cost of dis-

parate systems that will not support an enterprise view or informed decisions by the Department of Army (DA) and OSD. The Assistant Chief of Staff for Installation Management (ACSIM) has issued a moratorium on the development or purchase of any installation management related information technology. A proliferation of independent installation management systems has occurred at the installation level. This moratorium will give OACSIM time to identify what is being used and to develop generic interfaces.

This moratorium applies to all automated or computer programs and systems that support base support activities. Functional areas include: financial management, contract management, environmental, personnel management, real property management, master planning, and public works operations. The following actions must cease until further notice:

- a. Procurement of any commercial, government software or system, including any Geographic Information System (GIS). This is not intended to stop the everyday operational use of GIS but rather to limit expenditures for GIS system development until the ACSIM establishes guidance for enterprise GIS implementation.
- b. Further development of existing com-

mercial, government software or system including any GIS.

- c. Procurement of related hardware.
- d. Interfaces with the Integrated Facilities System (IFS).

The moratorium is not meant to terminate or cancel existing contractual obligations. These obligations should be completed in accordance with the terms of the contract; however, until further notice no additional obligations should be incurred. Long-term obligations will be reviewed to determine if it is more economical to continue the contract or cancel and incur possible contractual penalties. This moratorium will be in effect until the end of 2nd Quarter, FY04.

Exceptions to this moratorium will be considered on a case-by-case basis. Requests for exception should be submitted to Headquarters, Department of the Army, Office of the Assistant Chief of Staff for Installation Management, ATTN: DAIM-MD. Waivers submitted will be coordinated with the appropriate STAMIS program manager.

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funding is scarce and our community must do a better job at articulating and prioritizing requirements to replace aging, worn out, high maintenance and high downtime equipment. As noted earlier, the Army is exploring fire truck leasing. In addition, OACSIM is discussing, with a number of fire chiefs, the adaptability of commercial-off-the-shelf (COTS) information systems now used by military and civilian Fire and Emergency Services programs. The objective would be to provide a comprehensive

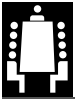
tool to support equipment funding at the installation.

Vehicle management systems across the Army are ripe for replacement with a single comprehensive management tool to support vehicle ordering, dispatch, maintenance, replacement, etc. Such a system could be used to populate the FAST and provide for future Army NTV requirements. The Services are looking at web-based COTS systems that would be managed by the installation. To support the annual requests for data, the Army system manager, would have the ability to reach down to mine cer-

tain data elements as we if the FAST. We will continue work with the Services and OSD for a flexible 21st Century process to replace a mid 20th Century procedure. This will not be easy, but the long-term gain and the simplified web data entry procedures should provide a comprehensive tool for vehicle management and funding.

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Resourcing for the future

by Richard Murphy and Wendy Schmidt

The Construction Division, Office of the Assistant Chief of Staff for Installation Management (OACSIM), is following up the success of the Whole Barracks Program and Barracks Upgrade Programs with the Focused Facilities Strategy (FFS).

The FFS provides funding to improve another group of essential Army facilities and these improvements are aimed at the Total Army. The strategy addresses critical shortcomings identified in the Installation Status Report (ISR) Quality and Quantity ratings for seven facility types; Chapels, Physical Fitness Centers, Vehicle Maintenance Facilities, General Instruction Buildings, Trainee Complexes, US Army Reserve Centers and Army National Guard Readiness Centers. The FFS acts to correct

also prioritized based on their mission criticality and location (such as power projection, harsh climatic conditions).

In FY03, the FFS suffers the predictable funding lags inherent in the Planning Programming Budget Execution System (PPBES). But as the barracks program winds down in FY08, program funding for the FFS catches up, with close to full funding of the requirements expected in FY09. Key to the success of the program is accurate and complete information entered into the annual ISR. Garrison, tenant and mission commanders need to assure complete and accurate annual ISR reporting of the facilities in the FFS to help the strategy identify their needs and provide the resources. Also important, as

always, is the Real Property Inventory (RPI) and requirements accurately reported in the Real Property Planning and Analysis System (RPLANS). Utilizing the accurate ISR, RPI, and RPLANS data, installation master planners should be able to identify FFS projects that can compete for funding. In conjunction with adequate sustainment funding, the focused strategy provides

modern and relevant facilities useful for the total life of the facility.

Planning Charrettes

Beginning this year, the OACSIM and the Army Corps of Engineers have implemented the charrettes program as directed by the Deputy Assistant Secretary of the Army for Installations and Housing (DASA-I&H). For those not familiar with this French term, a charrette is an action to bring together many different issues or interests. Landscape designers have used the process for centuries to assure that grounds and gardens are populated with species adaptable to the soil and climate while providing the desired visual effect or utility.

OACSIM will utilize the charrette process as an early formulative meeting to discuss the needs of the user and to review the site conditions. This effort, performed a full year before the normal design process, requires active participation by the user and the garrisons planning and engineering staff. The centrally funded program is also aimed at augmenting the local staff with specialists from USACE and industry who can provide guidance on force protection standards, communications, economic assessments, value engineering, sustainability and Army design standards.

The planning charrette will not solve all of the projects issues. The goal is to identify significant issues, which if not corrected in the design or budget process, will impact the ability to complete the project or affects its usefulness. All MCA projects constructed in FY07 and beyond will require a planning charrette or a waiver to the requirement.

Other Important Business

In addition to the FFS program getting underway, the OACSIM Construction Division is working on several issues including:

- 1) using OMA funding to remove UXO prior to an MCA project being constructed
- 2) using MCA to fund schools for DODEA as a result of Residential Communities Initiatives (RCI)
- 3) enforcing the "one for one" square foot demolition for MCA projects starting with FY05 MCA projects
- 4) the centrally funded Planning Charrette program.

Before construction starts on an MCA project, the site needs to be clear of all known contaminants and hazards. This needs to be accomplished using other than Military Construction (MILCON) funding.

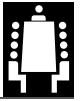
Also, if contaminants or hazards are discovered during execution of a MILCON project, the remediation/cleanup needs



The new Army standard One+One barracks increases the square foot authorization per soldier.

shortcomings in facilities essential to training soldiers, maintaining readiness and improving the well being of soldiers and military families.

Beginning in Fiscal Year 2003, and extending beyond Fiscal Year 2009, the FFS provides dollars to improve these facility types from their current overall condition of C3 and C4 ratings to achieve C-1 for Quality by 2010 and C-2 for Quantity by 2023. The strategy prioritizes construction and revitalization on a "Worst First" basis that compares the installations quality and quantity ratings for each facility category group against the same parameters at other Army installations. Each facility category, such as Vehicle Maintenance Facilities and Physical Fitness Centers are



Getting your SRM project approved

When a Sustainment, Restoration and Modernization (SRM) maintenance or repair project exceeds HQ Installation Management Agency (IMA) approval authority, it must be submitted by the IMA Regions through the IMA Director to the ACSIM Directorate of Facilities and Housing, ATTN: DAIM-FD-FDE. Project approvals also require that a DD Form 1391 be entered into the Program Administration and Execution System (PAX) processor.

At least 40% of all DD Forms 1391 have fatal errors or omissions and must be returned for correction. This extends the amount of time required for project approval and can even result in losing project funds at the end of the FY because the project was not approved in time for project award.

SRM project approval requests should be submitted as early as possible to allow processing, to include resolution of issues, Secretariat approval and Congressional notification. Installations are advised to coordinate early with reimbursable customers such as tenants, schools, Reserves and MEDCOM, since they are a frequent

source of year-end funding for maintenance and repair projects.

A successful DD Form 1391 will demonstrate an understanding of the following requirements:

- Classify each task of the total undertaking to be classified as repair. The 1391 justification must show that the component, system, or facility exists and is in failed or failing condition. Bringing a component, system, or facility up to applicable codes or standards for compliance purposes only, when a component or facility is not in need of repair, is construction.
- Construction must result in a complete and useable facility or a complete and useable addition to an existing facility.
- All phases of a repair project must be approved as a single project.
- Include the project number, installation name, facility number, and facility category code.
- Show the total estimated project funded cost, including contingency and SIOH and all other associated funded and unfunded costs (personal property, furnishings, design).
- Show the associated minor construction cost with a description of the scope of work. Remember that all associated minor construction must be locally approved.
- Identify all sources of funding to be used for the project (Operations and Maintenance (OMA), Barracks Upgrade Program (BUP) Operations and Maintenance, Defense-wide (OMD)). Each source must pay for separate project tasks.
- Show the total funded repair and construction costs as a ratio of the replacement value of the facility.
- Describe any conjunctively funded MCA project and provide the PN#.
- For Unaccompanied Personnel, Housing (UPH) barracks projects, show the total living spaces that will exist after the repair and the number of soldiers that will be accommodated. (living space/soldier ratio is 1.13 in CONUS, 1.2 in Germany, and 1.4 in Korea.)

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to be funded from other than MILCON funds. Construction contractor costs (such as direct delay costs and unabsorbed or extended overhead) incidental to discovery, remediation, and cleanup, however, will be MILCON funded to the extent it is determined that the Army is responsible and liable for these costs.

Since RCI has added more housing units to installation populations, it has also resulted in increased school-age populations. The Army has agreed to fund the additional schools required to accommodate this increase with MCA dollars rather than through DODEA

funding (since this is an Army initiated requirement).

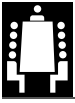
Starting with the FY05 MCA program, the Army is enforcing the "one for one" demolition policy. A policy memorandum was signed 24 April 2003 and is available on the ACSIM website (http://www.hqda.army.mil/acsimweb/fd/virtualLibrary/virtualLibrary/pages/mem_dir-f.htm). This memorandum explains the policy being used to ensure all MCA projects identify demolition requirements that are at least equal to the amount of facilities being added to the inventory.

From the FFS, Schools for RCI, and "one for one" demolition, there are a number of initiatives underway which limit the

amount of discretionary MCA funding available for revitalization. You should review your construction program and determine which programs your projects can compete for.

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Improving business in the DPW world

by Peter Almquist

As a member of a project delivery team (PDT) on Transformation of Support to Installations at HQ USACE, I was tasked to look for ways to improve the visibility and standardization of USACE costs for installation support. In the course of my search, I explored the relationships between directors of public works and district engineers, seeking out people who could provide credible, current insights on the perennial issues of costs and value of services.

One of the people I interviewed was COL Richard Conte of Fort Lewis, Washington. I discovered that COL Conte had seen both aspects, having gone from being the Deputy District Engineer at Seattle to the Director of Public Works at Fort Lewis, and felt he would know the ins and outs of doing business in each. During our discussions, I tried to solicit his thoughts or comments about how we could ensure that our servicemen and their families receive the best care that we, collectively, can give them in terms of facilities and services. Here are COL Conte's remarks on how to help improve the understanding of costs and value of doing business in the DPW world:

Question: How would you describe the most important aspects of your personal and organizational relationships?

Answer: *First of all, I think that all successful organizational relationships are built on personal relationships. There must be mutual respect, trust, honesty, integrity, and genuine concern for one other-- these are the foundations of any successful relationship.*

Question: How would you describe the most challenging aspects of your personal and organizational relationships? Why? What are your approaches to work on these challenges?

Answer: *I think our greatest challenge is getting the right people in the right job. The really tough part is to recognize that organizations and requirements are dynamic. That means*

that the same person may not be able to do the same job year in and year out when the customer and his requirements are changing. I think it is important that organizations form personal relationships with the folks that they support. I have used "account" managers and customer representatives successfully in the past. And again, when the commander changes or the unit is reorganized or the city planner you worked with for 20 years retires, you suddenly find yourself in a new situation that may require personnel changes to re-establish a personal relationship.

Question: How would you describe the ideal relationship between the Installation Management Agency (IMA) and USACE organizations in supporting the Army's missions?

Answer: *Ideally, USACE would develop a multi-level relationship based on the needs of each IMA level of activity. It actually should be easier now since IMA is organized regionally like USACE. I think it is important to develop credibility at each of those levels and to develop the mutually supporting roles that are key to success.*

Question: How do you see the new Transformation of Installation Management with IMA, ACA and NETCOM, changing the DPW/USACE relationship?

Answer: *I think that the DPW/USACE relationship will need to be strengthened. The centralization of these functions will limit local authority and staff. The Corps' ability to pull together expert, experienced teams will make it even more important to garrison commanders and directors of public works. It will be absolutely critical that Corps Districts take ownership of their supported installations and become advocates for installation programs and projects.*

Question: What are your and your organization's views on the costs and value of USACE support?

Answer: *In general, USACE costs for similar services are comparable to average costs in the*



COL Rick Conte is currently deployed to Afghanistan as the Central Asia Regional Engineer.

private sector. Overall, I think the Corps is a good value. There is always room for improvement, though, and continuous improvement ought to be a goal.

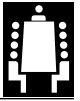
Question: What key factors enter into your decision when you are considering obtaining services from USACE?

Answer: *I consider available people and funding resources, level of engineering/design effort required, urgency of the requirement, complexity of the project, dollar value of the project, etc.*

Question: Overall, how would you describe your satisfaction with the costs and value of support provided to Fort Lewis by USACE?

Answer: *Costs are not an issue for me. The Corps has always provided valuable support. I understand Corps costs and they reflect reality. Where the Corps could add greater value would be to provide choices to customers as to the level of support. With the Corps, you frequently get the deluxe package, whether you want it or not. Districts could also (after appropriate training) give installation personnel the authority to perform contracting responsibilities on Corps contracts Seattle District has done both for Fort Lewis, and it has been very successful.*

Question: If you were in charge of USACE, what are the key things that you



Army real property and The Chief Financial Officer's Act

by Julie Jones

The Chief Financial Officer's Act of 1990 requires auditable financial statements of real property inventories. To achieve a clean opinion, we need an accurate real property inventory (RPI) reflecting critical information of our assets such as acquisitions, type facilities (category codes), units of measure, users, costs, disposal, historical information, year acquired, year built, beneficial occupancy, and much other data. We must also ensure new facilities and capital improvements to existing facilities are posted into the RPI in a timely manner as well as the disposal of existing facilities.

It is the real property accountable officer's responsibility to verify the accuracy of the installation's RPI, but it is the garrison commander's job to ensure it is being done.

An audit trail of acquisition, changes and disposal must be provided. The audit trail consists of DD form 1354 for acquisition,

improvements and changes and/or a DA form 337 for disposal of facilities without underlying land along with the supporting documentation (contracts, drawings, work orders).

We are required to prepare quarterly statements on our real property inventory this fiscal year, which means the installations must provide RPI updates to the headquarters system quarterly. To date, the auditors have not given a clean opinion on our financial statements as they continue to find problems with the accuracy of the RPI and say we have incomplete supporting documentation.

Note the 31 March 2003 Government Executive Magazine article titled, "Government flunks sixth straight financial audit," which states 21 of 24 federal agencies have received clean opinions and DoD is one of the 3 that did not receive a clean opinion. Since DoD owns 80% of the property,

plant and equipment (PP&E) in the federal government, the federal government will never get a clean opinion on its statements until DoD receives one. This cannot happen until the Army receives a clean opinion as Army owns 56% of DoD's PP&E.

It is critical for installations to get their RPIs accurate and supporting documentation in order. Management controls have been put in place for real property and must be implemented. More emphasis is going to be placed on the Army to get the RPI right and we need each of you to do your part.

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Sustainment restoration and modernization codes in the real property inventory

by Julie Jones

Sustainment restoration and modernization (S/RM) codes were implemented as part of the real property inventory in August/September 2002 in the interim change package 14-01 for IFS-M. The codes will be used to develop the annual Program Objective Memorandum (POM), beginning with the FY 06 POM cycle (30 September 2003, Real Property Inventory), to break out the requirements

by fund appropriation and organization.

The S/RM will be captured at the agency level of organization, e.g., Army Active, Army Reserve, Army National Guard, Air Force Active, Defense Logistics Agency, and Defense Commissary Agency. The funding codes will be captured at the appropriations level, e.g., Operations and Maintenance and Working Capital Fund.

The installations have been given one year to ensure correct codes are put into place before HQDA starts using them for programming. We caution the installations that facilities not coded as Army will be excluded from the programming inventory.

Further, facilities to be sustained by the Army will be sorted by the organization codes: 00 - Army Active; 01 - Army Reserve; and 02 - Army National Guard. This will form the basis of our inventory for determining the sustainment requirements for the POM. The inventory will then be sliced by category code and fund source code. The category code identifies which cost factors to apply and the fund source identifies which appropriation should be applied.

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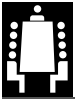
would do to improve USACE support to IMA/Fort Lewis?

Answer: I would position MCA project and program managers at the installations. I would make their performance standards based primarily on customer feedback. A PM's primary job is to delight the client. In concert with supported DPWs, I would also

develop functional warranty, O&M, and commissioning standards and processes for MCA projects.

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The SPiRiT of Sustainable Design and Development

by John A. Scharl

Sustainable Design and Development (SDD) became Army Policy in the spring of 2000, and in 2001, SPiRiT (Sustainable Project Rating Tool) assessments were mandated for all Army projects starting with the FY 02 MCA program.

Here for your sustainable pleasure is a refresher quiz for DPWs to gauge how well their installations have captured the SDD SPiRiT:

Question: What is SDD?

Answer: SDD is the concept and process for systematic consideration of current and future impacts of an activity (planning, designing, construction, operation and maintenance) product (facility and its components) or decision on the environment, energy use, natural resources, the economy and quality of life. It is a holistic way to plan, design, build, renovate and deconstruct facilities. An integrated design approach that emphasizes a whole system plan, multidisciplinary teams, and improving environmental goals and procurement practices, SDD manages the lifecycle of the built environment in an environmentally and energy efficient manner while meeting the needs of today without compromising the ability of future generations to meet their needs.

Question: What is SPiRiT?

Answer: SPiRiT is a self-evaluation process that's used by the Integrated Project Design Team to quantify and measure the sustainability of Army facility projects. Projects are rated for sustainability in the following eight facility categories:

1. Sustainable Sites
2. Water Efficiency
3. Energy and Atmosphere
4. Materials and Resources
5. Indoor Environmental Quality
6. Facility Delivery Process
7. Current Mission
8. Future Missions

SPiRiT rating levels are based on the project points earned from a 100 (total) possible points.
Platinum — 75+ Points

Gold — 50 to 74 Points

Silver — 35 to 49 Points

Bronze — 25 to 34 Points

The Army goal for FY02-05 MILCON projects is to achieve a minimum SPiRiT Bronze sustainability rating. Starting in FY06, the bar has been raised to a minimum SPiRiT Gold rating.

Question: What and who is on the Project's Sustainable Integrated Design-Build Team?

Answer: Key to successful SDD is an integrated approach that takes all factors (building systems, operational practices, siting, solar access and light penetration, architectural design and product specifications) into consideration on a whole facilities basis.

This integrated approach asks members of the design and construction team to look at materials, systems, and assemblies from many different perspectives. The design is evaluated for cost, QOL, durability, future flexibility, ease of maintenance, energy and resource efficiency, overall environmental impact, productivity, creativity, and how occupants will be enriched and enlivened by their surroundings.

Sustainable Integrated Design-Build Teams are multi-disciplinary teams that develop a facility's functional & operational design to meet SPiRiT goals. Modify the RFQ/RFP selection process to ensure the contractors have appropriate qualifications to identify, select, and implement an integrated system of sustainable building measures.

The Integrated Design Team should include all the project stakeholders, such as the facility owner, users, operators, architects, engineers, designers, planners, energy and environmental managers, contract officers, construction contractor design, construction and the public works staff.

Question: Who's tracking your installation's projects SPiRiT Rating and corresponding costs (eg, project and life-cycle costs) from the initial planning charrette through final Building commissioning and turnover to Installation?

Answer: The Project's Integrate Design-Build Team, which should include the DPW SDD POC.

Question: How many potential Showcase projects does your installation have?

Answer: Starting in FY02, the Army designated SDD MILCON Showcase Projects with a SPiRiT target rating of Gold or Platinum. All installations are encouraged to designate their own Showcase Projects and strive for higher sustainable rating levels.

Question: What have YOU and your staff done to implement SDD/SPiRiT at your installation?

Answer: The garrison commander's and DPW's SDD as the Installation Facilities owners, stewards and customers have roles as:

- Leaders to ensure SDD and set SPiRiT goals are included in your installation master plans and project plans and designs.
- The "sustainable conscious" of the Integrate Design Project Team.
- Mentors and empowerers that encourage SDD Showcase projects by going for the SPiRiT Gold (or better); seeking SDD training and information for CG staff and DPW planners and facility managers; "pinning" an SDD installation POC(s) and becoming and mentoring SDD Champions

How'd you (your staff) do on our quiz?

To answer this same question from an Army-wide SDD policy perspective, the OACSIM will conduct a validation of a sample number of SPiRiT rated projects this summer. The objectives of this exercise are to select at least three projects from FY02 MCA program that are closest to completion and evaluate and report the validity of each project's SPiRiT assessment process and rating(s). The answer(s) will be reported later this year.

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GIS – “One Army, one installation, one map, available to all”

by Josh Delmonico

The Army has been utilizing GIS in one form or another for Installation Management since the 1970s. GIS is a powerful tool for range, environment, facility, emergency 911, force protection and logistics management at a local level. GIS integrates land conditions, mission

order to move towards EGIS, the Director of Training (DOT) and ACSIM signed a memorandum in October 2001 that established the ACSIM as the proponent for EGIS policy.

The OACSIM approach will enable decision makers to visualize the impact of facilities, demographics, environmental conditions, resources, and planning changes or modifications to an installation, a region, or the Army at a specific or many locations. To enable this, the ACSIM is standing up an EGIS that will rely on a centrally stored and managed GIS Repository (GISR) of spatial data.



requirements, training constraints, facilities and other diverse data sets to provide dynamic installation maps and spatial analysis. Although implemented successfully at many installations, it has limited availability at the regional, national or global level in the Army and has lacked consistency between installations and offices.

At a regional level and higher headquarters, installation spatial information is crucial to help identify conditions and relationships among installations. Common patterns of land use, land and environmental characteristics, training constraints, unit locations, installation capabilities, facility conditions and range capacity can be displayed in a GIS to provide decision makers with a complete picture of the situation at Army's installations.

The Army needed to move towards an Enterprise GIS (EGIS), or centralized GIS system, which provides installation and DA staff access to the GIS data and tools that are required to perform their duties. In

This effort is leveraging existing resources and data to advance the central decision support program.

Data from installations, Regions, Major Commands, DA Offices and outside agencies will be integrated into the GISR. Tools or processes are being developed to enable coalescence of the distributed and disparate installation data in a central data repository (GISR). They will also enable distribution and use of centrally maintained data, such as federal and commercial data sources, to the installations to support and enhance their visualization capabilities.

While this is an Army specific effort, part of the development focuses on coordinating with other branches of the military, federal agencies, and other initiatives, where appropriate. One such initiative involves the Installation Visualization Tool (IVT), the 133 Urban Areas initiative, and the Geospatial One-Stop.

The IVT is an Office of the Secretary of Defense (OSD) initiative to provide a com-

mon installation picture across all services. To support the IVT and GISR, installations will be required to submit copies of their spatial data (mentioned below) to the OACSIM GIS Manager no later than the 15th of September 2003. The data shall comply with the Spatial Data Standards for Facilities, Installations and Environment (SDS-FIE) and shall include Federal Geographic Data Committee (FGDC) compliant metadata.

Initially, the initiative focuses on specific data themes to support the IVT, including:

- Accident potential zones (APZ)
- AICUZ noise contour lines
- Base boundaries
- Explosive safety quantity distance (ESQD) arcs
- Wetlands
- 100-year flood plains
- Range complexes
- Imagery, 1-meter or better.

A survey of this data is being performed. An online version is available through the OACSIM's GIS website (<http://gisr.belvoir.army.mil>). Each installation can record the existing state of its data, and provide other basic information.

Since it is anticipated that integration will require a higher level of centralized data processing the list of layers is purposely limited. It has been developed in coordination with the Air Force and the Navy and was designed to ensure that IVT can be fielded by March 2004. As the supporting processes are developed, they will be pushed out to the installations to help enable format standardization and metadata collection, enhancing the capabilities of subsequent phases.

For a list of standards and policies that affect Army GIS, go to <http://gisr.belvoir.army.mil>.

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Building installation requirements with a performance based foundation

by Stephen G. Barth

Today's government is clearly focused on measuring, monitoring, and managing cost and performance. The President's Management Agenda is driving many initiatives, with some directly linked to the Army and, more specifically, to Army installations.

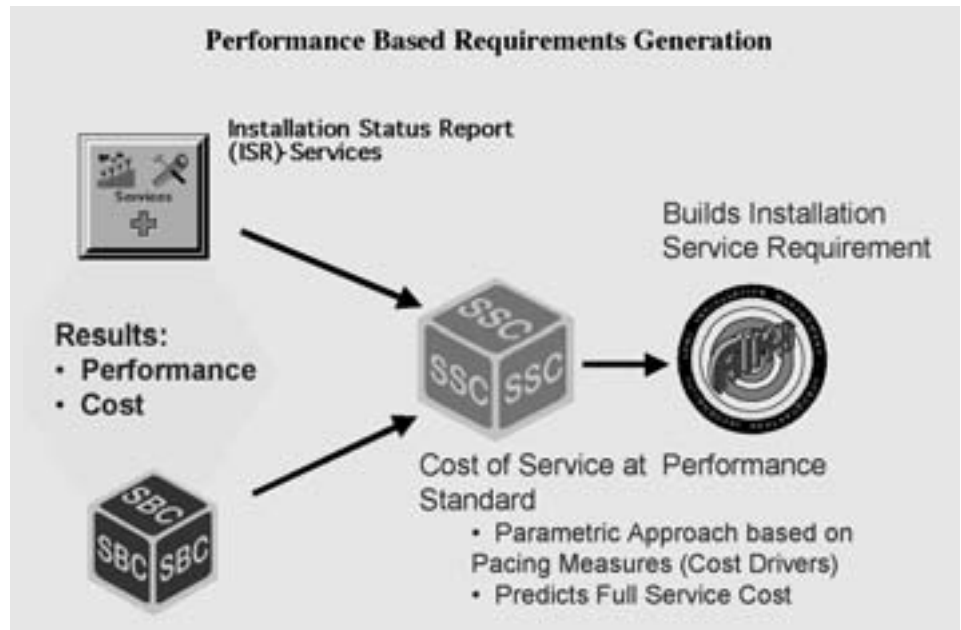
Management Initiative Decisions 901 and 910 combined mandate that 100% of all resource requirements will be linked to performance and that measures will be developed, tracked and reported to OSD and OMB. The directive states that 60% of all Army resources will be achieved by FY05, 80% by FY06 and 100% by FY07.

This is a tall order for much of the Army, but with many years of ACSIM-directed effort and tireless installation support, Base Operations is on a clear glide path to meet this requirement and exceed the schedule. With a number of interrelated initiatives that began as far back as 1995 and current efforts such as the Army Baseline Standards Task Force, the Army has developed an integrated process by which requirements will be generated, funds allocated, execution monitored and performance reported to meet both internal and external needs.

The integrated process of developing requirements linked to performance measures was developed for POM 05-09. It will be further refined in POM 06-11 using multiple initiatives, models and costing methodologies to include the Installation Status Report, Service Based Costing and Standard Service Costing.

These separate but integrated efforts are the basis for building performance requirements that predict what it should cost to provide installation services at a standard level of performance. Each of these hinges on the common 95 installation services that are provided across the Army.

Service Based Costing (SBC) captures the full cost of providing each of these services across 180+ installations throughout the



Army. It measures the quantity of output (e.g., number of meals, number of vehicles, eligible population) at each installation.

Army Baseline Standards (ABC) are set in the *Installation Status Report (ISR)*. Performance is measured against those standards

for all installations each year. This information combined is used to predict future requirements at the Army standards through a parametric analysis approach called *Standard Service Costing (SSC)*, which supplies the service level cost factors to the



Integrated Facilities System SCP 15 replaces Work Estimating Program

by Brigid O'Connor

System change package 15-00 (SCP 15) will make significant changes to the Integrated Facilities System (IFS) in the areas of Work Estimating. Work Estimating will replace the obsolete Navy standards with a commercial-off-the-shelf (COTS) product and integrate the results into new IFS screens.

Work Estimating Program in IFS is antiquated and is being replaced. Work Estimating provides computerized retrieval of Engineered Performance Standards (EPS), rapid calculation of the estimated work time, and production of hard copy estimate documentation.

The use of EPS was measured by each service to establish and verify a correlation that showed improved productivity where EPS was used to estimate work. The current standards are 10 years old and are no longer accurate.

A key strategy of the Army Vision and Transformation Plan is to invest in today's COTS technology. In keeping with this goal the Army will abandon its reliance on Engineered Performance Standards (EPS) as the basis for Real Property Maintenance Activity (RPMA) work estimating and endorse the use of a conventional estimating product from a COTS estimating system. A number of commercial estimating systems that incorporate good maintenance and repair standards are commercially available and are being used by

contractors who compete for RPMA work. One COTS system, WinEstimator (WinEst) has already been used at 100 DPWs for the past few years. This commercial estimating system incorporates the widely accepted commercial estimating standards developed by RS Means.

Commercial systems more accurately reflect current maintenance philosophy of failure or break-point maintenance, a philosophy more prevalent as the Army moves away from a heavily focused preventive maintenance environment supported by an in-house workforce to a Commercial Activities (CA) environment. Adoption of a commercial estimating system will improve the comparison of the government estimates to contractor estimates.

ACSIM will fund two initiatives. First, it will centrally fund the procurement of WinEst for installations. Second, it will fund the development of an API interface that will support the ability of multiple conventional estimating systems to interface with IFS and the supply function. In addition to the IFS interface, contractor work control systems will benefit from the change to a COTS estimating system. Contractor work control systems such as MAXIMO are capable of providing updated data to the Work Phase and Service Order Tables of IFS, and can import estimates utilizing the WinEst software.

The Work Estimating module will be replaced as part of SCP 15 early next calendar year. The existing IFS Work Estimating programs are being redesigned to work in conjunction with WinEst. ACSIM is funding additional copies of WinEst for all active sites. Those sites that already have WinEst licenses will be updated with the current version. The WinEst COTS software is scheduled for delivery during the months of September and October 2003. A maintenance upgrade to the software will be delivered in early 2004, which includes updated RS Means cost data.

WinEst instructors will schedule regional training for individuals. A two-day training course will include information on how to export cost information from WinEst to the new IFS Work Estimating screens. Training is planned for the first quarter of FY 2004. Installations will be responsible for funding TDY costs. OACSIM will fund training. The training schedule and allocations will be published on the IFS web site, <https://ifs.sdcl.lee.army.mil/IFS/default.asp>, soon as they have been finalized.

Training will precede the fielding of the change package. SCP 15 will be delivered to the field during January and February 2004, which will provide the work-estimating interface to WinEst.

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(continued from previous page)

ACSIM's AIM-HI requirements generation model.

Once base operations requirements are generated and circulated into the programming and budgeting process, senior leadership will make funding decisions. The percentage of requirements funded for base operations will then be distributed to installations based on the

direction of the ACSIM, IMA and Regions.

A process currently under development by the IMA is Uniform Level of Support (ULOS), which will equitably distribute resources and ensure installations can provide uniform support across the Army. It will complete the performance based management process that enables the Army to

meet the President's Management Agenda, MID 901 and 910.

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Facility Composer to help Army achieve "Objective Installations"

by Dana Finney and Beth Brucker

A set of tools developed by the U.S. Army Corps of Engineers Engineer Research and Development Center (ERDC) will shorten facility acquisition time while ensuring that installations meet Objective Force requirements. Facility Composer is one of the system-of-systems comprising the "Fort Future" suite of planning analysis tools. Besides its support to planning and design, Facility Composer will capture criteria and requirements data that can be used with commercial software to manage the entire life cycle of a building.

Fort Future is a research effort led by ERDC's Construction Engineering Research Laboratory (CERL) for the Assistant Chief of Staff for Installation Management (ACSIM) and the Installation Management Agency (IMA). Fort Future tools will allow planners at the installation, regional, or national level to model and simulate different scenarios to support facility requirements for the Objective Force and Future Combat Systems (FCS).

Facility Composer is available now. CERL plans to work with USACE's Louisville District and the U.S. Army Reserve (USAR) this summer to validate the system's ability to produce programmatic cost estimates using an export wizard to the Parametric Cost Estimating System (PACES).

"We're also looking at Facility Composer as a front end to our existing design process and to capture criteria that can be passed to someone using either MicroStation or Architectural Desktop," said Lyle Bonham, contract consultant to the Army Reserve Division at ACSIM. The current candidate project to test Facility Composer is an Army Reserve center in the Raleigh-Durham, NC, area, he said.

The system will also be used in the near future for planning charrettes to allow side-by-side comparison of the manual versus automated process.

"We're hoping Facility Composer will help the stakeholders and users to see the

facility they'll be getting and to identify their requirements more easily," said COL Roger Gerber, Savannah District Engineer. "That will provide the basis for a defensible DD1391 and accurate cost estimate."

Savannah District will provide two of the projects for using Facility Composer in planning charrettes. Fort Worth District is providing a third. ACSIM mandated planning charrettes for all FY07 MILCON projects and plans to fund them through HQ USACE.

The next USACE Facilities Planning and Acquisition Workshop to be held in Sacramento this fall will include a training day for Facility Composer. Potential users from installations, Regions and USACE Districts will be invited to attend. Installations that currently do not have staff to use this tool could be augmented by expertise at the Districts as users become proficient.

The System

Facility Composer evolved in part from CERL's earlier work with the Modular Design System (MDS) which has been the Army Reserve's primary design tool since 1996. "Some of Facility Composer's features are a synthesis of research at CERL and actual experience in supporting us with MDS," said Bonham. Numerous USACE Districts also have provided significant input to CERL's computable facility model research, which has been captured in Facility Composer.

The system exploits an emerging standard facility modeling format called the Industry Foundation Class (IFC), which is being developed by the International Alliance for Interoperability. This standard allows the system to capture criteria and requirements during planning and design to reuse later for life-cycle management. By providing interoperability among planning, design, construction, operation and maintenance, and recycling software programs, the time needed to process information about the facility will be reduced. This

makes life-cycle management more feasible than is now the case, supporting the concept of enduring installations.

Facility Composer will enable users to:

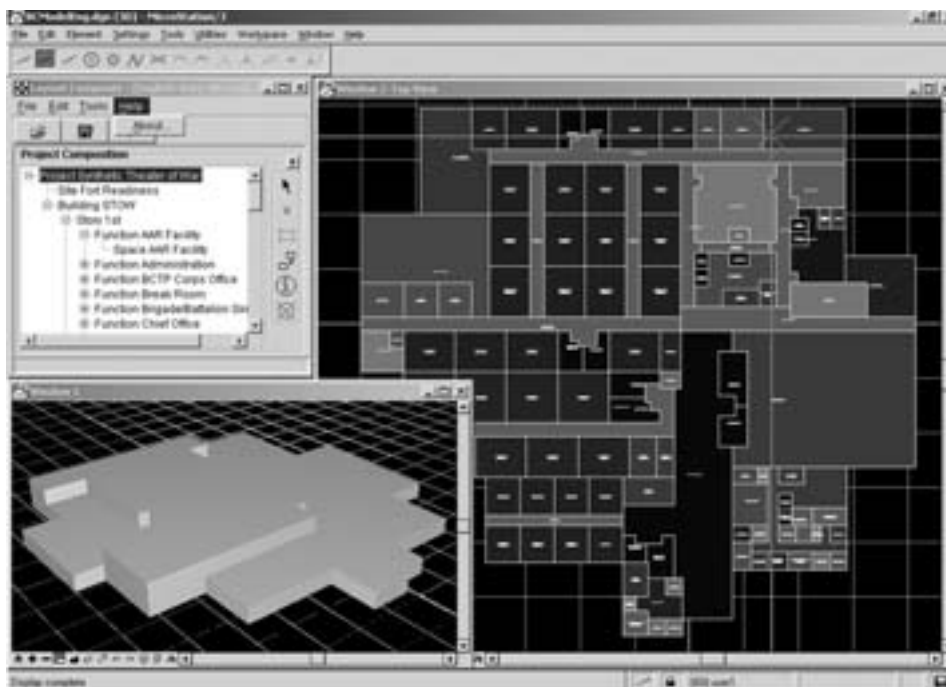
- Download libraries of criteria/requirements from the Fort Future website
- Construct a building "architectural" program with associated criteria/requirements
- Analyze alternative facility designs using multiple view representations, such as 3D, mass modeling, bubble diagramming and color by function
- Create a facility object model from criteria/requirements using the IFC, which can then be used by commercially available Architecture, Engineering, and Construction software for further design development
- Check the building design for sustainability using the Sustainable Project Rating Tool (SPiRiT)
- Obtain a programmatic cost estimate using PACES
- Create a DD1391 design analysis planning document
- Produce request for proposal documentation for use in the design-build process.

Within Facility Composer are tools that support different aspects of computable building models: Requirements Composer, Planning Composer, Layout Composer, and several Wizards. These tools interact among themselves and with commercial computer-aided design (CAD) and engineering analysis tools to feed the expanding facility data model.

Requirements Composer

Facility Composer relies on a customer-specific library of architectural functions and criteria from which the architectural program is developed – that is, the user's basic requirements for the building. Each customer can create and customize these





libraries using the web-based Requirements Composer. Those authorized use this tool to add new architectural functions, update their criteria, and notify interested parties. Requirements Composer will then export the criteria library in an XML-based format for use by Planning Composer.

The features in Requirements Composer would make it well suited to become the standards repository for all current and emerging facility types. This would serve as a web-based design guide with standard templates to ensure consistency in developing user requirements – which would also support IMA's commitment to equality in facilities across installations.

Planning Composer

This module is used to develop an architectural program and to add and set project-specific criteria. This includes traditional information such as the total project area and allocation of area to specific architectural functions such as circulation and offices. It also contains discipline-specific criteria such as requirements for structural,

electrical, HVAC, lighting and plumbing. The level of detail in the architectural program varies from project to project, and can be specified as such in the system.

Layout Composer

Architects can develop conceptual facility designs using Layout Composer. This module works in conjunction with the MicroStation platform and uses the programmed area and criteria established in Planning Composer as a point of reference and comparison during design. In this phase, the architect would determine how many stories are needed and what functions would work on which stories (blocking and stacking). Given chosen requirements such as building footprint, street appeal, adjacency, structure, building systems, form, and massing, the designer can explore conceptual alternatives to determine the best overall solution.

Wizards

Wizards are software components that operate on a discrete design task by taking

criteria and user input to create or manipulate a building and criteria model rapidly, all according to generally recognized or organization-specific practices. A Wizard extends Facility Composer's functionality and knows how to use the criteria data expressed in Planning Composer to create or analyze something in a useful way. A simple Wizard might be one that determines the number of parking stalls required for a building with a particular occupancy level based on standard design criteria. Wizards currently under development are an IFC file export to PACES, export to the Blast Effects Model (BEEM), Net to Gross-Area Efficiency, design analysis, and others.

For more information about Facility Composer, please contact Beth Brucker at CERL, 217-352-6511, Beth.A.Brucker@erdc.usace.army.mil, or visit the Fort Future website at <http://fc.cecer.army.mil/>.

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Consolidation of Army facilities engineering installation management regulations and the "virtual library"

by David Purcell

The ACSIM Directorate of Facilities Engineering and Housing is the proponent for many of the Army's facilities and installation management policies and regulations. These include such issues as overall facilities and housing management, construction, buildings and structures, transportation facilities, non-tactical vehicles, engineer supply and equipment, utilities privatization, energy conservation, work classification and project approval, and fire and emergency services. With the establishment of the Headquarters, Installation Management Agency (HQ IMA) in October of 2002 and the resultant transformation of installation management worldwide, many of the existing policies and regulations must now be revised, simplified, and made more accessible to installation leaders and managers.

The Directorate of Facilities Engineering and Housing has been taking steps to create web-enabled regulations and a supporting virtual library to incorporate emerging business processes and web technologies to meet the information needs of the Army installation manager. The introduction of numerous new Army programs and changes in the way we do business have resulted in the development of many supporting pamphlets, flyers, and other helpful installation management marketing tools.

The web-enabling of AR 420-70, Buildings and Structures, in 1999 was the first of a series of initiatives proposed by the ACSIM Facilities Policy Division to encourage the field to use Army regulations while at the same time making those regulations more readable, concise, and available. Numerous other Facilities Engineering regulations have also now been

web-enabled.

The Facilities and Housing Division has established a link on its web site to the "virtual library." This "virtual library" is a one-stop location to find the latest and greatest in Army regulations, DA pamphlets, technical documents, policy memorandums, brochures, guides, plans, newsletters, information papers, presentations, official Army websites for publications, and other links of interest. The reader is encouraged to explore this "virtual library" by following the web URL: <http://www.hqda.army.mil/acsimweb/fd/virtualLibrary/pages/home.htm>.

With the establishment of the IMA and transformation of installation management worldwide, many of the Army's regulations, pamphlets, and other documents and guid-

ing services contract to accomplish five major tasks:

- Revise, consolidate, and web-enable the following Army Regulations (AR): AR 11-27, AR 58-1, AR 210-12, AR 210-50, AR 415-15, AR 415-19, AR 420-10, AR 420-18, AR 420-49, AR 420-70, AR 420-72 and AR 420-90.
- Review, revise, and web-enable DA Pams 420-6 and 420-11.
- Revise and web-enable the DPW Reference Handbook.
- Revise, consolidate, and web-enable additional regulations in the 140, 210, 405, and 415 series as well as revise DA Pam 405-45.
- Revise, consolidate, and web-enable several more regulations in the 405, 415, and 420 series.

Senior Army installation management leadership is enthusiastic and fully supports the revision and consolidation of existing regulations and expansion of the virtual library. The result will be greater availability of hyper linked, on-line, real time regulation information, references, and guidance for all engineering and housing management aspects of installation management. Participation of HQ, IMA,

Regions, and installation field users in this process will help insure that the products will be relevant and will result in simplification and standardization of installation management policies and guidance.

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ance that relate to installation management activities require revision. Additionally, in order to avoid redundancy and conflict between the various regulations, consolidation of the revised regulations into a single, inclusive regulation is highly desirable.

In order to accomplish this task, the ACSIM Facilities Policy Division is leading a new working group of policy proponents, support agencies, and field users and will employ a multi-year professional engineer-



New web site provides consolidated housing information

by Terri McClelland

What if, from one source, soldiers and their family members could:

- See pictures and floor plans of typical family housing for any Army installation in the world?
- Check their position on any Army Housing waiting list in the world?
- Get information about how to submit housing service orders or how to check the status of existing work orders, no matter which installation they were stationed at?
- Have access to every page of web-based housing information and online services available for every Army installation in the world?
- Save hours of time finding answers to questions on their own because all of the information they need was available in a user-friendly, customer-focused, familiar, and consistent format?
- Access this worldwide information not only via the Internet, but also via the Internet kiosks already in operation at many Army installations throughout the U.S. and overseas?

By the end of this calendar year, the answer to each of the questions above is: They can! Army Housing has launched an initiative to provide soldiers and their families with a world class system for obtaining housing information. A new Army Housing OneStop web site will consolidate the best features of PCSHouse Express, live data from HOMES, web pages from installation and/or RCI Partner web sites, and content from existing customer service kiosks, then deliver it in a uniform, easy-to-navigate, user-friendly format.

A contract was awarded on 6 February 2003 to DynaTouch of San Antonio, Texas, to implement Army Housing OneStop.



With over a decade of experience enhancing the availability of military housing information, DynaTouch will leverage their experience and the information already developed to provide the format, navigation methodology, and much of the content for Army Housing OneStop.

"Leverage" is the key term. All existing web-based housing content will be integrated. Redundancies will be eliminated. Voids will be filled in. Investments already made will be utilized. No existing content will be duplicated. The "best of the best" web pages will become templates for new content.

"Although the framework is Army-wide, content control will stay with the local housing office – which is very important," explained Peter Gentieu, Chief of Army Housing Information Technology. The overall strategy for the OneStop is to integrate existing content, rather than copy or move it. Aside from cost control, another important benefit is that local procedures for updating content will remain unchanged. However the content was updated before, will be how it will continue to be updated. "The exceptions are the housing floor plans and photos, which need to be moved into the HQ database and managed centrally with new web-based tools provided by DynaTouch," stated Gentieu. "There are many long-term advantages of a centrally-managed floor

plan and photo database."

The first phase of the new site was released in April and is being previewed by local Housing Office administrators through the end of May, after which time it will be made available to customers. DynaTouch is in the process of developing new content to be added in specified phases, consisting primarily of additional floor plans and photo tours.

"While improving our operations through privatization, it's important that we maintain an 'Army of One' image from the customer's perspective," emphasized George McKimmie, Chief of Army Housing. "Army Housing OneStop will help us accomplish this objective during a very vital transition period."

It is clear that Army Housing leadership understands the meaning of "doing more with less." By empowering customers to take more control of their personal needs, on their own time, Housing staff will have more time to work through complex issues, spending less time answering routine customer questions. And, by consolidating all existing housing web content into one centralized web site, Housing management will have a better understanding of the investments that others have already made in web-based content and will be less likely to "reinvent the wheel."

"Army Housing OneStop represents a quantum leap forward in housing information services for our soldiers and their families," said John Nerger, Director, Facilities and Housing. "Our goal is to make it much easier to find comprehensive Army Housing and related information from a single site for whatever locations they are assigned to or are considering for assignment. Additionally, we want to leverage the investments made in existing web sites by expanding the customer base reaching that information."

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How vulnerable is your installation infrastructure?

by William F. Eng

Idyllic Times

It wasn't that long ago when Army installations had open unguarded gates, chain link fences left in disrepair or even taken down. The outside world visited as good neighbors often do, unannounced and admitted freely. Neighborhood Little Leagues sprang up and built "temporary" ballparks on our expansive open fields. The Berlin Wall fell. The Cold War was history. All's well with the World.

The Awakening

Then, in 1995 the Federal Murrah Building in Oklahoma City was blown up and 167 lives lost. A terrorist attack on U.S. forces housed in the Khobar Towers in Saudi Arabia killed 19 and wounded 80 in 1996. Two years later, the American Embassies in Kenya and Tanzania were attacked, leaving 258 dead and thousands wounded. Finally, September 11, 2001 with 3,000 dead, countless wounded and millions traumatized by the hijacked airlines crashing into the Twin Towers and the Pentagon.

Today, security around military installations is extremely tight. Closure of local roads that bisected military installations have the civilian population up in arms, complaining of disrupted commutes, altered shopping patterns, and economic hardships for small businesses cut off from their former customers.

"Jersey-walled" mazes force vehicle traffic to slow to a crawl to enter most Army posts. Picture ID's, pre-cleared access approvals and one-for-one escorts for visitors signify the lengths the military has gone to set up a first line of defense.

When and where will the next attack be? How do we prepare?

Buildings

Terrorist attacks can occur anywhere, any time and in any form. Terrorists frequently use explosive devices and target large number of people. Most existing Army buildings offer little protection from terrorist attacks. To minimize the likelihood of mass casualties from terrorist attacks against Department of Defense (DoD) personnel in the buildings in which they work and live the Under Secre-

tary of Defense mandated in his memorandum dated 20 September 2002 the use of the Unified Facilities Criteria (UFC) 4-010-01, DoD Minimum Antiterrorism Standards for Buildings.

DoD anti-terrorism standards are not based on a known threat. They are intended to provide the easiest and most economical methods to minimize injuries and fatalities in the event of a terrorist attack. Their strategy is to:

- Maximize standoff distance.
- Avoid progressive collapse.
- Reduce flying debris hazards.
- Provide effective building layout.
- Limit airborne contamination.
- Provide mass notification.

These standards are enforced on all new construction and major renovation projects by the U.S. Army Corps of Engineers. Installation DPW's, however, need to evaluate how they can adapt and apply these standards to existing buildings at the least cost and in the shortest time practical. Further information on the antiterrorism standards can be found at the DoD website: http://www.acq.osd.mil/ie/irm/inst_atstandards.html.

Assistance

The Defense Threat Reduction Agency (DTRA) is a combat support agency tasked to provide integrated expertise as a catalyst to effect a change in Anti-Terrorism/Force Protection (AT/FP) posture within DoD. DTRA supports the Department's assessment of force protection risks and vulnerabilities and conducts Joint Staff Integrated Vulnerability Assessments at 80 to 100 DoD installations/sites annually. Remember, while the Joint Staff analyzes vulnerability trends, AT lessons learned, and best practices, the installation commander is ultimately responsible for AT/FP at his or her base. Training and/or instruction are available.



The Pentagon, September 11, 2001.

Two sources of training within DoD are the Army Corps of Engineers and the Naval Facilities Engineering Service Center.

The Army's Security Engineering Training course is a 5-day course presented to an interdisciplinary group including engineering planners and designers and provost marshal and security and law enforcement personnel. The course emphasizes cooperation between the security and engineer communities, instructs attendees on the joint development of design criteria and protective measures to mitigate criminal and terrorist threats to assets, and prepares provost marshal, security and law enforcement personnel to more effectively implement new force protection/anti terrorism directives and regulations. For more information, go to: <http://sewg.nwo.usace.army.mil>

The Naval Facilities Engineering Service Center (NFESC), Security Engineering Division offers a 3-day course entitled "Systematic Approach for Reviewing Projects for Protection Against Terrorism." The primary purpose is to familiarize students with ATFP requirements. For more information, go to: <http://atfp.nfesc.navy.mil>

Hidden Infrastructure

What about the hidden infrastructure – the underground and overhead utility systems? The Installation DPW, regardless of the privatization status of the utility infrastructure, is ultimately responsible for providing the basic utility services of heat, air-conditioning (where available), electricity, potable water, and sanitary waste water. ➤



(continued from previous page)

Very few installations are self-reliant for their water supply and even fewer for the electrical supply. How many DPWs can truthfully say are in full compliance with the following sections on Army Policy, Paragraph 2-1 of Army AR 420-49, Utility Services, the "bible" for installation utility operations?

- e. Installations will conduct utility vulnerability analyses and prepare remedial action plans to ensure mission support in event of disruption to major utility systems.
- f. Installations will develop and implement emergency response plans for each type of utility service. The DPW will develop these plans in coordination with the local utility, the provost marshal, and the installation emergency and disaster relief activities.

Has your installation heard about Defense Energy Program Policy Memorandum (DEPPM) 92-1, DoD Energy Security Policy, January 14, 1992; Executive Order 13010, Critical Infrastructure Protection, July 15, 1996 or Public Law 107-188, Public

Health Security and Bioterrorism Preparedness and Response Act of 2002?

Each of these mandates, whether by DoD policy, Presidential Executive Order or Public Law, has focused on the absolute need to conduct installation vulnerability assessments of one or more of the installation's basic utility systems, to establish emergency preparedness response plans and develop remedial action plans to remove or eliminate unacceptable security risks to these systems.

While previous vulnerability assessments and security concerns centered on electrical power, PL 107-188 is directed towards water supply. Headquarters DA issued instructions on 30 September 2002 through the Major Commands for installations to conduct a water system vulnerability assessment (WSVA) and comply with the reporting dates through the Installation Management Agency (IMA) and its Regions to EPA by the same dates as equivalent-sized community water systems (CWSs). Installations with CWSs serving less than the 3,300 threshold for reporting to EPA and more than 25 people are required to perform a WSVA and

report their results to IMA, but not to EPA.

Installations should contact the U.S. Army Environmental Center (USAEC) or the U.S. Army Center for Health Promotion and Preventive Medicine (USACHPPM), both at Aberdeen Proving Ground, MD for further information and assistance. AEC is providing program management support and CHPPM is performing site assessments and providing technical assistance. For more information: <http://aec.army.mil/usaec/compliance/drinking00.html> or <http://chppm-www.apgea.army.mil/dehe/pgm31/WaterSec.aspx>

Installations need to work very closely with their off-site wholesale suppliers of various utility commodities to develop anti-terrorism strategies and action plans for protection against attacks and plans for response and recovery after attack.

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William F. Eng is on the Utility Privatization and Energy team, Facilities and Housing Directorate, ACSIM. PWD

Defense Threat Reduction Agency Joint Staff integrated vulnerability assessments

The Defense Threat Reduction Agency (DTRA) conducts antiterrorism Joint Staff Integrated Vulnerability Assessments (JSIVAs) at DOD installations worldwide.

A seven-person team, consisting of military and civilian specialists from the Antiterrorism Assessments Division of the Combat Support Directorate, determines an installation's vulnerabilities and provides options to assist installation commanders in mitigating or overcoming them. Teams spend about five days assessing an installation.

A terrorist options specialist looks at current threats and threat levels, the threat assessment process and operations security. The specialist also assesses observations, actions and attack mechanisms that may be employed by terrorist groups. They review operational plans, personal protection procedures and security forces manning, training and equipment.

A structural engineer interfaces with public works engineers and planners, surveys selected structures, reviews architectural and structural drawings and performs quantitative analysis of blast effects to establish effective standoff distances. The structural engineer also provides a tutorial on the role engineering plays in the installation's overall force protection posture.

An infrastructure engineer focuses on the installation's supporting infrastructure such as water, power, and communications protection against terrorist incidents. The infrastructure engineer also determines if there are any potential single-node points of failure.

An operations readiness specialist focuses on the installation's preparedness to respond appropriately to a terrorist attack employing explosives, chemical, biological, nuclear and radiological weapons. The operations specialist also reviews public affairs, medical, emergency operations center, legal and communications programs. Team reports are

provided to the installation commander, the joint staff and the appropriate combatant commander or military service chief.

The Joint Staff Integrated Vulnerability Assessment teams were formed in 1997 following a DOD task force report on the 1996 terrorist attack on Khobar Towers, Saudi Arabia. DOD guidelines, based on the report require, that each installation have a higher headquarters antiterrorism and force protection assessment at least every three years. DTRA helps installations meet this requirement through the JSIVAs.

The agency also provides education and training assistance so commanders in chief and military service chiefs can establish teams and increase their antiterrorism and force protection knowledge base.

For more information on the JSIVA program, view the DTRA website at <http://www.dtra.mil/> or contact ATFPHelp@dtra.mil. PWD



Protecting the force

by Brian H. Temple

U.S. Army Corps of Engineers employees are working hard to keep terrorists at bay.

Europe District teams and contractors in partnership with installation DPWs are rebuilding and fortifying gates, installing retractable bollards, reinforcing perimeter fences, and equipping buildings with blast resistant windows and doors.

One such project, a \$1.9 million force protection effort at Leighton Barracks in Würzburg, Germany, will be completed in July, increasing protection for U.S. Army Europe troops.

Frank Gonzales Jr., project engineer with Europe District's Ansbach Area Office, said the Corps is using contractor Mickan General-Bau-Gesellschaft Amberg mbH & Co. for several jobs. Mickan will build a new guard shack at the First Infantry Division (1st ID) gate, and equip the 1st ID headquarters with blast resistant windows, doors, reinforced suspended ceilings, and air ventilation systems.

The windows, some of which are more than eight inches thick and cost around \$8,000 apiece, have to be installed by crane Gonzales said. "Looking at a drawing you try to visualize the frame, the window, the glazing in your mind, but once you actually see it, it's astonishing." Gonzales said they had just four days - one training holiday, a weekend, and a federal holiday - to complete the job. "The plan was to install a protective covering [over furniture], demolish the ceilings, install the ducts and the AC systems ... and send in a cleaning crew to clean up the dust and shampoo the carpet," Gonzales said. Windows and doors were also installed, as were lighting fixtures and steel-reinforced ceilings during the four-day timeframe. "If you don't have good advanced planning your schedules are not going to work. It came together as planned," Gonzales said.

Efficient coordination between CPT Robbin Halstead, 1st ID Commandant; Volker Ender of Mickan, and LTC Richard



LTC Richard Hook, DPW, 98th Area Support Group, points out the reinforced fences near Leighton Barracks, Würzburg, Germany.
Photo by Brian H. Temple

Hook, Director of Public Works, 98th Area Support Group, ensured construction finished by the end of the four days. The team has also helped to keep other construction on schedule, Gonzales said.

Hook said he specifically enlisted the Corps for their knowledge and experience in force protection work.

"I was aware that the Corps of Engineers had a lot of experience ... [with] force protection projects. For example, the Omaha District ... does a lot of studies in terms of blast affects, so that's why I picked the Corps of Engineers," he said.

He said the overall upgrades would be executed in four phases. Construction includes the now completed extension of the perimeter fence around the Leighton Barracks Chapel as well as moving the 1st ID museum's vehicle and armor displays, repaving an access road and sidewalks, and

combining several parking lots to provide 165 parking spaces.

Hook originally wanted the Corps to be involved with all phases of construction, but funding and timing challenges only enabled Corps management of the perimeter extension, and the more complicated construction such as the 1st ID gate and headquarters reinforcements.

He said he knew the Corps could obtain specific materials such as blast protection windows and they understood the design and construction aspects with such materials.

Since September 11, 2001, the Department of Defense has released funds for communities to reinforce the protection of troops and the U.S. Army Europe has adjusted the force protection standards, he said.

Hook contacted James Noble, an architect and Force Protection Team Leader with Europe District, in February 2002, to get guidance and cost-effective ideas on implementing the standards in Würzburg. Noble worked with Hook to get the design completed by September 2002. The 98th ASG

received the money and construction began the following month.

Hook said he is pleased with the Noble's resourcefulness and economic savvy.

He cites an example where Noble suggested to arrange the 1st ID museum's armor and vehicle displays to provide greater stand off distance for the 1st ID headquarters. Stand off distance is the measured space between any parked vehicle and the exterior of a building.

This would be completed in conjunction with the proposed combined parking lots. "Jim Noble was the one who brought that up back in February and March of 2002 saying, 'Hey, you can do this so you don't have to buy such expensive windows, especially for the back side of the building, getting that [extended] stand off, that's easier,'" Hook said.

Noble said he looks at the overall



Fort Eustis breaks ground on second access road

by Jerry Rogers

Fort Eustis, home of the US Army Transportation Center, is located between the banks of the Warwick and James Rivers in Newport News, VA. On May 30, after decades of effort, 12 shovels ceremoniously broke ground for the construction of a second access road for the installation.

"Many hands have helped over so many years that to say this is a monumental day in the history of Fort Eustis is not an overstatement," said MG Robert T. Dail, commander, U.S. Army Transportation Center and School. "We owe a great deal of thanks to so many people, including Congressman Robert C. Scott (3rd Dist.-Va.) and then-freshman Congresswoman Jo Ann S. Davis (1st Dist.-VA), who helped to prepare the battlefield, to our senior Senator John Warner whose leadership was vital in gaining the project funds, and to Mayor Joe Frank of Newport News, VA, who ensured the post had his city's right of way for this second access road."

Norfolk District, Army Corps of Engineers designed the project and will oversee the \$10.69 million construction contract

awarded to Tidewater/Skanska of Virginia Beach, VA. Construction is set for completion in the summer of 2005.

Once completed, the second access road will serve as a second entrance gate onto Fort Eustis for residential traffic, and provide increased force protection measures. "It will also vastly improve the quality of

life for residents here who so richly deserve it," said Mayor Frank.

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The Fort Eustis second access road will serve as a second entrance onto Fort Eustis for residential traffic and provide increased force protection measures.
Courtesy of Norfolk District Military Branch

(continued from previous page)

picture to establish what each community needs. His goal is to provide customers with a safer environment while saving money during the process. With the IID project Noble said, "It makes the museum nicer, you're giving them a consolidated parking area and force protection actually becomes invisible. That's really the goal."

The 98th ASG has been active with executing force protection construction and things are gearing up as well in the 100th ASG community of Grafenwöher, he added. Noble said he is taking a similar approach to Grafenwöher's multi-million dollar expansion and renovation under the Efficient Basing-East initiative.

"Rather than taking it building by building and applying the standards to that building, we've worked with the

ASG and the DPWs ... and [are] taking several steps back to get a good overview of the whole installation," Noble said

Solving force protection challenges on a building-by-building basis can be costly, Noble said, but by incorporating force protection in overall design, hundreds of thousands of dollars can be saved.

By placing parking lots at either end of a cluster of buildings and transforming the current infrastructure between them into a pedestrian zone with upgraded landscaping, customers can save money and enjoy a much better design, Noble said.

"The analogy and image we often use when we present these possible solutions to the clients is to go back and remember when you were in college, it was that campus atmosphere with this pedestrian landscape," Noble said. "There's nothing that says you can't pull back and draw down the threat level to each building and still not

end up with a better design in the long run."

Noble said the Corps is reaching out to the Stuttgart community as well, but no matter what projects they tackle, or where they will do the construction, he wants to keep his customers happy.

As far as the Würzburg construction is concerned, Hook is pleased so far. "I'm very happy with what's going on. You guys talk about 'value engineering' [and are] helping us out," he said.

Brian H. Temple is a public affairs specialist with the U.S. Army Corps of Engineers, Europe District.

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Fort Lewis at forefront of technology

by Andrea Takash

Thunder crashed, rain pounded on the ground, and the thick fog rolled in at Fort Lewis. With no warning, the electricity went out. It seemed like a perfect night for an attack, the terrorist group believed. But, they didn't know Fort Lewis prepared for a night just like this.

Unwittingly, the terrorists slowly drove up to the gate. A military police officer stopped them and requested identification. Confused and scared, the terrorists tried to force their car through. Suddenly, the hydraulic wedge barriers shot up and the terrorists became immobilized. The MPs saved the day. The video cameras captured the electrifying events on tape.

After September 11, 2001, the Department of Defense knew that they needed to take action to ensure the safety of military installations from attack. In April 2002,

U.S. Army Forces Command (FORSCOM) mandated that installations construct new access control points, commonly called gates. FORSCOM chose the Corps of Engineers to handle the projects. FORSCOM hired Omaha District to prepare a standard design, but Seattle District used design-build based on the standard design to fit the project to Fort Lewis's specific needs.

FORSCOM gave Fort Lewis \$9.9 million for this project. The funds will cover construction for the Main Gate, New Visitor Control Center and Logistics Center Gate. However, that amount will not allow for the construction of North Fort Gate, Transmission Line Gate and Scout Out Gate. Project Manager Eddie Peña says he remains optimistic that "funds for those gates will be released soon."

Construction started at Dupont, Madigan and East Gate in late 2002. Centennial Contractors Enterprises Inc., the main contractor on the gates project, remains ahead of schedule, according to Peña. Fort Lewis holds the position of second in the Army with work completed.

Construction at the Dupont Gate, East Gate and Madigan Gate is almost finished, and they are opened to traffic.

All of the gates will have a gate house. Inside the gate house you will find video surveillance, computers, an uninterruptible power supply and some will even have a restroom. The uninterruptible power supply will provide one hour of power until a generator arrives. From the gatehouse, MPs will monitor the comings and goings of each car. In an emergency, they can activate the hydraulic wedge barriers. These

barriers hide below ground. They will shoot up at the push of a button, preventing anyone from getting through.

Peña explains that traffic poses the biggest challenge. However, he says he has received "good cooperation from everybody involved." He attributes the cooperation to the fact that he works hand-in-hand with his customer. "I have developed good relationships with the MPs and coordinated with the housing department, local schools and the state patrol."

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A contractor from Centennial Contractors Enterprises, Inc. is hard at work on the construction of the gate house.



Fire & Emergency Services award winners announced

The Army's top fire department and fire fighters for 2003 will be formally recognized at a joint Army/Defense Logistics Agency banquet to be held on 26 August 2003 in Washington, DC. Here are the Army winners:

Fire Department of the Year

*Fort Carson Fire and Emergency Services
Fort Carson, Colorado
Accepting Award: Fire Chief Verne Witham
Runner-up: Fort Monmouth, NJ*

Civilian Fire Fighter of the Year

Fire Fighter/EMT Elizabeth Sweeney, Fort

Monmouth, NJ

Runner-up: Mr. Brian Klosterhoff, Fort Hood, TX

Military Fire Fighter of the Year

SGT Kenneth P. Cato, Fort Lewis, WA

Civilian Fire Officer of the Year

*Alexander Gernhard, Ansbach, Germany
Runner-up: Mr. Gregory Ericsson, Fort Lewis, WA*

Military Fire Officer of the Year

*SFC Celestino Herrera, Jr, Fort Lewis, WA
Runner-up: MSG Robert M. Johnson, Fort Lewis, WA*

Heroism

CPTs Mitch Blaakman and George Rothfritz, LT Kip Bachar, and Fire Fighters Scott Warren, Michael Marks, Brian Drappo, Robert Tennes, Karl Tylenda, and John Smith, Fort Drum, NY

Runner-up: Messieurs Bennett, Shanrock, Swearingen, and Teel, Fort Lewis, WA

Congratulations to all!

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LTG Flowers presents USACE Architect, Interior Designer and Landscape Architect of the Year awards

Chief of Engineers LTG Robert B. Flowers presented medals to the U.S. Army Corps of Engineers (USACE) Architect, Interior Designer, and Landscape Architect of the Year 2003 at a luncheon in San Diego, California, on 9 May 2003.

This year's winners shown in the photograph with LTG Flowers are (L to R): *Architect of the Year: Jeffery T. Hooghouse,*



HQUSACE, Landscape Architect of the Year: Henry H. Pope III, Mobile District and Interior Designer of the Year: Peggy A. Roberson, Savannah District.

For more information, go to the USACE professional awards web site at <http://profawards.wes.army.mil>.

POC is Frank A. Norcross, Interior Design Proponent, USACE, (202) 761-7113, e-mail: frank.a.norcross@hq02.usace.army.mil **PWD**

Pentagon Memorial design chosen

A park-like field of 184 cantilevered benches set amid trees and walkways was selected as the design concept for the Pentagon Memorial. The memorial is planned for a parcel of just under two acres along the Pentagon's west façade near the point where American Airlines Flight 77 struck the building September 11, 2001.

The winning design concept, by New York architects Julie Beckman, 30, and

Keith Kaseman, 31, was chosen in a two-stage, open competition conducted by the U.S. Army Corps of Engineers, Baltimore District. The Corps' project team put together a jury made up of noted design professionals, Washington dignitaries and family members of those who died.

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Julie Beckman explains the winning design concept as Keith Kaseman looks on.





Facilities Engineering Acquisition Career Field – not your typical AT&L* career field

by Mark Grammer

The Defense Department is the world's largest steward of properties, responsible for more than 46,425 square miles in the United States and abroad with some 621,850 buildings and structures valued at approximately \$600 billion. These installations and facilities are critical to accomplishing the DoD mission. They must be properly sustained and modernized to support the operational forces.

To succeed at this, the professionals who work in the Defense Department must be prepared to consider a variety of solutions to make the best acquisition decisions. The need for this knowledge, and the complex and far-reaching effects of this profession, required the creation of the Facilities Engineering Career Field (FECF), comprised of approximately 20,000 engineering professionals. The training provided by the Defense Acquisition University will ensure that DOD facilities engineering professionals are prepared to meet the acquisition challenges of today and tomorrow.

Unlike the old days, when the normal solution for new requirements was simply a new construction project, today the facilities engineering professional is faced with clients who want to know what the available options are. Fortunately, that professional has numerous alternatives and authorities in his "tool-kit."

The FECF encompasses a variety of professional individuals with diverse skills focused on the design, construction, and life-cycle maintenance of military installations, facilities, civil works projects, airfields, roadways, and ocean facilities. It involves all facets of facilities life-cycle management from planning through disposal, including design, construction, environmental protection, base operations and support, housing, real estate, and real property maintenance.

Additional duties include advising or assisting commanders, and acting as, or advising, program managers and other officers, as necessary, in executing all aspects of

their responsibilities for facility management and the mitigation or elimination of environmental impact in direct support of the defense acquisition process.

Much has happened since July 16, 2001, when Mr. Edward C. Aldridge, Jr., Under Secretary of Defense for Acquisition, Technology and Logistics, approved the creation of the Facilities Engineering Career Field. Dr. Get W. Moy, P.E., OSD Director of Utilities and Energy, was named FECF Functional Advisor, the department-wide proponent. The position category description and certification standards have been approved, and assimilation of personnel from all the Services into the Acquisition workforce has begun.

Earlier this year, the Facilities Engineering Functional Integrated Process Team (FE FIPT), and subject matter experts from the Army, Navy, and Air Force, in partnership with the Defense Acquisition University, began the development of the FECF curriculum. The first course, ACQ-101, has been completed and contains a section on facilities engineering. It will be offered to all career fields that have ACQ-101 as part of their certification requirements.

The second course, FE-201, is under development and will be a Level II certification course, delivered via the web.

The third course, FE-301, will be a Level III certification course delivered in the classroom. FE-201 should be available in October 2003, and FE-301 will be delivered in late 2004.

The DoD base infrastructure reflects the readiness of our operational forces and their quality of life. The creation of the Facilities Engineering career field recognizes the importance and complexity of the facilities engineering business and, equally important, the role in helping to accomplish the DoD mission.

Recently, the Chief of Engineers, LTG Robert Flowers, was appointed as the Functional Chief (FC) for the Army Facilities Engineering Acquisition Career Field.

Dwight Beranek, Deputy Director of Military Programs at HQUSACE, was appointed as the Functional Chief's Representative (FCR). These appointments align well with the Army CP-18 (Engineers and Scientists) program since General Flowers and Mr. Beranek are respectively the FC and FCR there as well.

Remember that the FECF does not replace or conflict with the CP-18. Rather it is the acquisition overlay on certain positions that by their job duties are involved in the defense acquisition process. The requirements of the FECF do not attempt to make the individual a better technical specialist but rather to make him function more effectively as a member of the acquisition team.

It is now time to populate the career field with our facilities engineering positions.

The Army will soon begin its Phase 1 assimilation of civilian positions into the Facilities Engineering Acquisition Career Field. Phase 1 will include the Levels 1 and 2 (GS-12 and below) positions. An Army Integrated Product Team (IPT) was formed in early June with representation from the U.S. Army Corps of Engineers (USACE), the Office of the Assistant Chief of Staff for Installation Management (OACSIM), the Installation Management Agency (IMA), the Army National Guard Bureau (NGB) and the Army Acquisition Support Center (ASC).

Development of the Army's assimilation guidance is well underway and Phase 1 assimilation is targeted to commence in August 2003 and be completed by 1 October 2003. The Army's approach to this assimilation is to be inclusive rather than exclusive in order to afford this segment of its population the acquisition training, education, and developmental opportunities available to members of the defense acquisition workforce under the provisions of

* AT&L – Acquisition Technology and Logistics



Workshops focus on low impact development

by Brian Feeney

Many people assume runoff erosion, pollution and sediment are the price of progress. But this loss of water quality is not inevitable, as the Army is demonstrating in workshops around the country.

The set of techniques for minimizing impacts to water quality and aquatic habitat as a byproduct of real estate development is known as Low Impact Development (LID). Last year the U.S. Army Environmental Center began a series of three-day LID workshops held at installations around the nation. Staff members from federal, state and local agencies, all of the military services, nonprofit organizations, and academic institutions are encouraged to attend. The first workshop took place at Fort Belvoir in April 2002, and the next is scheduled for Fort Lewis, WA, September 23-25. Other sites have inquired about hosting workshops.

Attendees study the importance of incorporating LID concepts and principles into the planning process. They learn a

variety of techniques to mimic the land's predevelopment hydrologic regime and retrofit methods that can be applied to highly urbanized environments.

The traditional civil engineering approach to stormwater management seeks to maximize the movement of large volumes of water from the built environment to large stormwater ponds that have little habitat value and are not maintained. At the workshops, attendees learn how to use the land's own ability to retain and gradually release stormwater and attenuate pollution.

Liz Scholl, an ecologist with the environmental management office at Fort Lee, said, "I learned viable options for stormwater management that I can take to our installation planners."



Workshop participants design a stormwater management retrofit for the Fort Belvoir Post Exchange.
Photo by Brian Feeney.

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Brian Feeney is a Horne Engineering, Inc., consultant supporting the U.S. Army Environmental Center Chesapeake Bay Program. **PWD**

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the Defense Acquisition Workforce Improvement Act.

Phase 2 assimilation for positions at Level 3 (GS-13 and above) will be conducted next year.

What does this mean to the individual? Assimilation into the acquisition workforce means that an individual's position has been designated as an acquisition position under DAWIA (Defense Acquisition Workforce Improvement Act) and that the incumbent or new selectee has a requirement to become "certified" within a certain period of time. Certification means that the individual has complied with the training, education and experience mandates for the level (i.e., grade) established for the particular career field.

For the FE career field, there is no education requirement for certification at any level. However, there are training and

experience requirements imposed. Level 1 (GS-5 thru 9) certification requires completion of the Defense Acquisition University (DAU) online course ACQ 101 and one year of experience in facilities engineering. Level 2 (GS-11 and 12) certification requires completion of ACQ 101 and the Level 2 online DAU course FE 201 plus 2 years experience in facilities engineering. For incumbents, certification must be accomplished within 3 years from the date of position assimilation. For selectees, after the position has been assimilated, there is an 18-month certification period.

Is your position an FE acquisition position? If you are at Level 1 or 2 grades and are involved in the facilities business to include any of the life cycle areas of planning, real estate, design, construction, operations, sustainment or disposal as well as the overarching areas of project management and environmental clean up, you are probably in this career field.

If your position is assimilated, you will

be notified and provided guidance on "the next steps."

The Army Acquisition Support Center (ASC) has an excellent website to walk careerists through such areas as certification, preparation of an IDP, and application for DAU training among other things. Go to: <http://asc.rdaia.army.mil/> and click on "Careers."

Need more details on this career field? Check out the website at: <http://www.fecf.org> for background documents. Other information can be found by clicking on "Library" on the top menu line.

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Mark Grammer is a civil engineer in the Engineering and Construction Division at HQUSACE. **PWD**



Update on CP-18

by Milt Elder

It has been over a year since the CP-18 Army Civilian, Training, Education, and Development System (ACTEDS Plan) was converted from hard-copy to electrons. This links employees to world-wide training and other information, in a great grass-roots, collaborative effort involving careerists and career program managers from throughout the Army. However, as great as our effort was, we reached only an approximate 80 percent solution, leaving much work uncompleted, especially in the environmental career track.

In addition, various approval authorities within the personnel chain of command up to the Assistant Secretary level of the Army have stipulated a number of alterations to meet their basic requirements for Army ACTEDS plans. Some of the changes will correct terminology in the ACTEDS Plan, establish electronic links from various parts of the ACTEDS Plan to appropriate sections of the Personnel Management and Information Support System (PERMISS)

on the Civilian Personnel, Army web site (<http://cpol.Army.mil>).

PERMISS is an automated decision support system designed to provide general guidance and information on all areas of Army Civilian Personnel Management. The site provides easy to understand, accurate information for viewing and retrieving purposes, and articles linked to expert system modules.

We will also add links to the USACE Professional Development Support Center (PDSC) at Huntsville where Dave Palmer and his staff have produced a library of invaluable information for CP-18 careerists. These changes alone will greatly expand information available to CP-18 careerists.

Effort will also be made to link all training courses to the knowledges, skills, and abilities (or core competencies) that can be developed attending each course, to scrub training courses to make sure each is appropriate for the grade level identified, and to produce a typical career ladder to

guide aspiring environmental careerists. Where necessary, existing electronic web links will be corrected, and additional web-links provided.

For further information, or to review the existing CP-18 ACTEDS Plan, go to the following web site:

<http://www.hq.usace.army.mil/cemp/cp18/index.htm>. Once reviewed, any thoughts you might have for changes to the CP-18 ACTEDS Plan will be greatly appreciated.

For Army CP-18 Career Program Managers, the annual CP-18 Workshop will be held from 20-22 August in Dayton, Ohio. The USACE POC for the CP-18 Workshop is Edmond Gauvreau, (202) 761-5737, e-mail: edmond.g.gauvreau@usace.army.mil.

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*Milt Elder is a program manager in the
Installation Support Division at HQUSACE. **PWD***

Professional development of the Army garrison management workforce

by Larry Black

A cooperative agreement to facilitate professional development for Army Garrison management civilian professionals based on city / municipal practices is being staffed for signature by both MG Larry Lust, Assistant Chief of Staff for Installation Management (ACSIM) and Robert O'Neill, Executive Director for International City/County Management Association (ICMA). The ICMA, a professional municipal management association can help Army garrison managers benefit from the experience of their peers in city and county management. The initial focus is on educational, training, and developmental opportunities.

Many garrison managers and individuals desiring to grow into the position have single function stove-piped backgrounds that need to be expanded for optimum perform-

ance against today's installation management requirements. Traditional development for these civilian professionals lacked a guideline that recognized competencies across the full spectrum of functions. City/municipal management professional development and the sharing of best practices have now been identified as value-added enhancements for Army garrison managers. Such development would provide for well-rounded, highly qualified candidates to assume senior Army installation management roles and positions.

The ICMA is in the business of helping cities identify best practices and its experience can be made available to Army garrison managers. The Army can use ICMA to broaden its knowledge, enhance management and garrison skills, share a commitment to the highest standards of

professionalism and integrity, and build relationships with experienced senior municipal management professionals.

The ICMA can offer its newsletter and magazine, training packages and publications on municipal management practices, and participation in ICMA's annual conference and Best Practices Symposium. Installation managers will have ICMA developmental opportunities consistent with their Army Individual Development Plans (IDPs). ICMA can assist garrison managers with:

- Professional development opportunities, to include "shadowing" or exchange-style activities with local government officials, strategic planning, assessment and evaluation opportunities.
- Courses and educational opportuni-



Plan now for the 2003 DPW Worldwide Training Workshop

by David Purcell

Plan now to join the Army leadership in talking about the latest in your business and to honor the Army DPW award winners. The 2003 DPW Worldwide Training Workshop will be held during 1-4 December 2003 at the Omni Shoreham Hotel, 2500 Calvert Street, NW, Washington, DC. The Assistant Chief of Staff for Installation Management, the Director, HQ, Installation Management Agency, and the Commander, U.S. Army Corps of Engineers are hosting the workshop.

This year's workshop will provide key public works professionals and those working in the area of installation management an excellent opportunity to receive and share the latest information and best practices in the DPW service profession. The workshop is designed primarily for installation directors of public works, their deputies and division chiefs, HQDA staff, regional IMA staff, MACOM engineers, and USACE division and district representatives. Presentations will be geared towards an installation's critical operations and functions and how they can be performed in the best manner possible.

The working theme for this year is "Military Facilities – Supporting People, Readiness, and Transformation." The workshop will have a variety of general and breakout sessions (arranged in track format) covering Sustainability, Planning & Programming, Outsourcing, Privatiza-

tion, & Innovative Strategies, Public Works & Construction, and Private/Public Perspective.

Some of the highlights within the general sessions being planned include:

- Presentations by the new Secretary of the Army and Chief of Staff of the Army.
- Observations from HQ USACE leadership on Operation Iraqi Freedom.
- Report on installation management issues from ACSIM/DACSIM; Director, HQ IMA; Commander, HQ USACE; and our sister services.
- Individual region meetings.
- DoD perspective on installation management.
- Legislative update from the Office of the Chief, Legislative Liaison.
- Presentation from the Secretary for the Department of Homeland Security.
- Recognition of the annual DPW Awards of the Year recipients by Department of the Army leadership.

Do you have questions on where your career is headed? There will be an optional working luncheon on Wednesday during which program updates will be provided for Military, CP-18, CP27, CF-29, and the new CF-20 [Facilities Engineering (Acquisition)].

Numerous exhibitors will be on hand

from the public sector as well as the government. Attendees will have ample time to visit the exhibit areas and find out about the latest products and services available to the DPW to help perform their duties during these times of scarce resources. Potential exhibitors should contact Mona Pearson, Trade Expo Coordinator, Military Housing & Lodging Institute, at (703) 327-6873, 1# or through e-mail at: MHLAdmin@earthlink.net.

We know that installation managers have lots of questions. To assist, information and activities are being planned to help you find out how the Army is influencing installation management to support people, readiness, and transformation.

For federal employees who pre-register for the workshop, the registration fee will be \$225 per person for the whole workshop or \$100 per person/day for a day or portion thereof. For non-federal employees, the pre-registered cost will be \$300. For those who register after the cut-off date (3 November 2003) or on-site, the fee schedule will be \$275/person; \$125/person; \$350/person respectively.

Once the agenda and registration procedures are finalized, they information will be accessible on the Internet and publicized through various list servers and publications.

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(continued from previous page)

ties, and the development of publications, training materials, and educational workshops.

- Access to best practices information (website resources, publications, e-newsletters).
- Tailoring existing or developing new management resources and educational tools.
- Breakout session at the annual ICMA

Best Practices Symposium and the ICMA annual conference for Army personnel for the purposes of information sharing and benchmarking of on-post and off-post practices.

- Organizing and facilitating a management exchange to identify needs most pressing to the Army Garrison leadership. This exchange can help tailor local government management practices to the garrison manager's experience.
- Applied knowledge assessment.

- Voluntary Credentialing Program for certification/designation as an "ICMA Credentialed Military Manager."

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Fort Drum to monitor water quality in real time

By Dana Finney

A new computer model interfaced to the telemetry system at Fort Drum, NY, will allow the DPW to be proactive in detecting potential drinking water quality problems. A commercial water distribution dynamic modeling software package called Aquis, combined with the existing telemetering system, will allow system operators to monitor conditions in real time.

Fort Drum's DPW asked the U.S. Army Corps of Engineers Engineer Research and Development Center (ERDC) to build the model as a means of addressing persistent problems with water quality. The distribution system is over-designed for the normal consumer demand placed on it, leading to low flow rates, diminished chlo-

Further, the water can become discolored due to wide variance in the two source waters supplying the installation. The constantly changing water chemistry makes it nearly impossible for the pipes to form stable oxide films that prevent corrosion and red water.

The telemetering system at Fort Drum was installed in the early 1990s to automatically monitor and control water treatment and distribution. The system works by remote sensing, which greatly reduced the requirements for labor-intensive sampling. Tying this system to the Aquis model will give the DPW a much more robust capability by displaying conditions dynamically.

"Aquis can use real-time data from the telemetering system which will allow water quality and hydraulic or low-flow problems to be detected immediately so they can be corrected," said Vicki Van Blaricum, Acting Chief of the Engineering and Materials Branch at ERDC's Construction Engineering Research Laboratory (CERL).

"The model will also provide an early warning of problems as they are developing."

The monitoring system will give operators real-time data for retention times, chlorine residuals, pH, flow and pressure fluctuations, fluoride concentrations, and temperature as water travels through the distribution system.

The Aquis model includes simulation tools that will allow the DPW to create "what-if" scenarios for treatment options and emergency planning. For example, if a terrorist were to start fires in five separate locations, would the water supply be adequate for firefighting? What is the best action to take if a chemical, biological, or radioactive substance were detected in the



Paul Fish, Fort Drum's telemetry system operator, and Vicki Van Blaricum, CERL, view screens in the new water modeling feature.



Model output showing areas in Fort Drum's system with frequent customer complaints about discolored water.

rine residuals, and potential microbial activity. Hydraulic modeling of the distribution system and storage reservoirs determined treated water in some low usage areas might be 5 - 8 days old prior to consumption.

"The system has a lot of supply and hydraulic redundancies to ensure we have adequate water service during times of peak demand, such as for firefighting, population influxes associated with National Guard and Reserve units for training, and system emergencies said Tom Ferguson, Chief of Operations and Maintenance at Fort Drum. "Low demand and usage can have a negative impact on water quality and freshness in some areas of our distribution system"

water system? If the 10th Mountain Division mobilizes, can the water system support the increased demand at the airfield?

The model is currently being used for mathematical predictions about the water system. The DPW will install additional monitoring points over the next few months to provide data that the model needs to operate in real time. Fort Drum and CERL recently used the mathematical model to identify possible remedial measures for the existing water quality problems. One proposal is to blend the two water sources in consistent proportions to avoid the fluctuating chemistry. The DPW could also try to control water flow locally in problem areas and abandon some pipes where flow rates are poor. Another potential solution would be to add stations for injecting chlorine and corrosion inhibitor. Finally, controlling the flow directions may help.

"The future empirical data that we'll be able to collect will validate the mathematical models and allow us to view conditions in the system dynamically," said Ferguson. He expects the water system model to be fully operational by early 2004.

For more information about Fort Drum's water system model, please contact Vicki Van Blaricum at CERL, 800-USA-CERL, e-mail: v-vanblaricum@cecer.army.mil

Dana Finney is the public affairs officer at ERDC-CERL. **PWD**



ERDC's Cold Regions lab employs innovative cleanup effort

by Marie Darling

Engineers at the U.S. Army Corps of Engineers Engineer Research and Development Center's (ERDC) Cold Regions Research and Engineering Laboratory (CRREL) have used an innovative technology to chemically cleanup an on-site groundwater contaminant, trichloroethylene (TCE). This new cleanup practice uses potassium permanganate to oxidize the TCE and has readily gained acceptance by regulatory agencies. CRREL has an ongoing effort to cleanup groundwater contamination discovered in 1990.

From the inception of CRREL in the early 1960's until the late 1980's, much of the extensive refrigeration system within the laboratory complex used TCE as a refrigerant and groundwater as a coolant. Since the late 1980's, all of the TCE has been replaced by ethylene glycol and there is no ongoing TCE use at CRREL. However, during the time that TCE was in use, some undetermined quantity of TCE was released to the environment. This was due to commonly accepted practices of the time, as well as accidental releases.

The Agency for Toxic Substances and Disease Registry characterizes TCE as, "A colorless liquid which is used as a solvent for cleaning metal parts...and is an ingredient in adhesives, paint removers, typewriter correction fluids and spot removers. Drinking or breathing high levels of trichloroethylene may cause nervous system effects, liver and lung damage, abnormal heartbeat, coma, and possibly death."

Since 1993, groundwater has been processed through the onsite groundwater treatment plant. The groundwater is "cleaned" through a process that incorporates air-stripping towers that capture the TCE on granular activated carbon. The processed water is then used in the cooling systems throughout the CRREL facility and discharged to the Connecticut River at less than five parts per billion. TCE levels in onsite well water is continually moni-

tored and regularly reported to New Hampshire Department of Environmental Services (NHDES).

While several decontamination options exist, potassium permanganate, the chemical neutralization compound currently employed at CRREL, has emerged as a safe and appropriate treatment for TCE-contaminated groundwater and soils. Among its wide-ranging uses, potassium permanganate has a long history of safe application to drinking water for oxidizing minerals and controlling taste and odor. Aqueous solutions of potassium permanganate range in color from light pink to dark purple, depending on the concentration.

In 1999, a model for the groundwater flow and pumping scheme at CRREL was completed and showed that the pumping of water created an effective hydraulic barrier that prevented off-site migration of any groundwater contamination. However, residual TCE in subsurface soils may contribute to groundwater contamination and the current focus of restoration work is the reduction of TCE in these soils.

"The remedial action plan combines an aggressive soil treatment strategy with normal groundwater extraction operations. It enables us to contain and reduce the groundwater contamination with a minimization of impact to the aquifer system," said Dr. Daniel McKay, CRREL's Environmental Engineer.

CRREL used a potassium permanganate solution concentration range of 0.6 to 3%. This solution was applied to contaminated soils beneath the ground surface by both low and high-velocity injection at depths generally between 8 to 32 ft., or over 100 ft. above the water table. This soil treatment should mitigate TCE migration to groundwater.

"We appreciate how CRREL has worked hard to address their problems,"



Engineering technician Chris Berini cores for a soil sample.
Photo by Daniel McKay.

said Robert Minicucci, NHDES's Project Manager.

As per New Hampshire State Law, CRREL has submitted its remedial action plan to NHDES and held a public meeting on April 30 to address community concerns.

"We're pleased that we had the opportunity to test new technology while still progressing toward our ultimate goal of cleanup. The cooperation of the Army Environmental Center and the New Hampshire Department of Environmental Services made this effort possible and is much appreciated. The remedial action plan is the culmination of those efforts and the final chapter in the overall cleanup effort at CRREL. There will be ongoing activity related to continued operation of our groundwater treatment plant and groundwater monitoring, but most of the hard remediation work is now behind us," said Robert Sletten, CRREL's Remedial Program Manager.

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Marie Darling is a public affairs specialist with ERDC-CRREL. **PWD**



Baltimore District builds new housing

by Chanel S. Weaver

Today, a stroll through almost any U.S. town will reveal a renewed sense of pride and support for American soldiers. The U.S. Army Corps of Engineers, too, prides itself on being one of the most diligent supporters of the U.S. armed forces. Since its inception over two hundred years ago, the Corps has followed the mission of serving the nation's soldiers in times of peace and war. While the Corps displays American flags and provides soldiers with other types of support, it has gone one step further—building quality housing for U.S. soldiers and their families.

Three Baltimore District projects for Army installations—renovation of housing at Forts Belvoir and Detrick, and construction of new barracks at Fort Meade—prove that the Corps is committed to providing American soldiers with quality family housing.

In July 2001, the U.S. Army Corps of Engineers, in partnership with Harkins Builders, a construction company based in Maryland, began the revitalization of 148 family housing units at Fort Belvoir.

"The original housing had some termite damage, and many of them were old and worn out," said Glenn Morsey, assistant area engineer at Fort Belvoir. But today, the housing units have been completely renovated to include new ceilings, floors, electrical systems and other amenities.

Fort Belvoir, however, is not the only place where the Corps has taken on the responsibility of working with installations to improve soldiers' quality of life. Last spring, the Corps again partnered with Harkins and the Dietrick DPW to complete a \$6 million project that called for the renovation of 36 family housing units at Fort Detrick.

Dan Durski, acting resident engineer at Fort Detrick, said that there was an imme-

diately need for renovated housing at Detrick. "It's pretty expensive to rent a house here in Frederick, so many of the soldiers try to live in the housing on post," said Durski.

Frederick, the second largest city in Maryland, is an ever-expanding area whose real estate market is growing daily. Durski



Fort Detrick's family housing under construction.

says that the Corps wanted to provide American soldiers with competitive housing at affordable costs.

Today, that dream is a reality. Last month, Harkins Builders finished the renovation of the 36 single-family housing units. Each of these three-bedroom townhouses has enhanced living features including a second-floor laundry room, an outdoor patio and remodeled kitchens and bathrooms.

Two of the houses are also handicapped accessible. Eric Wideman, a Corps construction representative, said these handicapped units have many special features. "We have built driveways for the handicapped residential units and provided these units with extra space," said Wideman.

To further create a sense of community, all of the townhouses are in a cluster surrounding a community parking lot. There are also many recreational facilities nearby.

"Here at Fort Detrick, we proved that the Corps of Engineers can construct qual-

ity family housing units for our soldiers at competitive costs," said Durski.

Not only has the Corps partnered with Harkins to remodel housing, but the two agencies are also working together with the Meade DPW to construct new barracks at Fort Meade.

Daria VanLiew, resident engineer at Meade, said that the older barracks are becoming unsuitable for the residents. "The older barracks were built in the '60s, and many of the soldiers are suffering from poor heating and lack of air-conditioning," said VanLiew.

As part of an Army initiative to improve the quality of life for these soldiers, the Corps awarded Harkins a contract last spring to build 288 residential units at Meade. The \$25 million project is scheduled for completion next month, five months ahead of schedule. When completed, the project will include eight

barracks' buildings arranged in an arc and a soldier community center.

The older barracks complex at Fort Meade can hold a maximum of 288 soldiers, but the new barracks will hold up to 576 soldiers.

Tim Mathews, a Corps project engineer at Fort Meade, said the housing will meet the Army's "one-plus-one" standard, which calls for junior soldiers to be paired in two-bedroom suites, with a bathroom in between.

Mathews also said that "The new residences at Fort Meade will be the first wood-frame one-plus-one barracks that the military has ever constructed."

COL Charles J. Fiala, Jr., District Engineer and Commander of Baltimore District, credits Harkins for the success of the Fort Belvoir project because the contractor moved the soldiers into the new houses 16 months ahead of schedule. Fiala also gave a special award to Harkins for completing the project with no safety accidents. ➤



New gas station makes gassing up easy

by Brian Temple

Gassing up government and tactical vehicles in Stuttgart is now easier since the April 16 opening of a \$475,000 gas station on Panzer Kaserne.

With four new nozzles chugging out almost double the gas of the previous station, troops and government employees can now fill up and be on their way sooner, said Karl Heinz-Mueller, Logistics Management Specialist of the 6th Area Support Group's Directorate of Logistics (DOL). "We have high-speed pumps ... so we just push the button and that increases the capability to 75 liters, instead of 45 liters per minute," he said.

The station, collocated with the 95th Military Police Battalion, 554th Military Police Company's motor pool, has two 50,000-liter underground tanks, replacing two 10,000-liter tanks. The larger tanks are now refilled monthly, versus weekly. The larger tanks would also mean fewer trips to manually check the tank's gas levels with a dipstick except that a new automated fuel system has dispensed with such checks altogether, Heinz-Mueller added. The "Fuel Master" automated system measures how much gas is pumped and provides daily reports to help personnel keep track of exact usage.

Saving both time and money are important to the ASG, Heinz-Mueller said, and he thanked the project delivery team for completing the gas station several weeks early. "On a project like this everybody needs to work together as a team and that was done here. Sometimes the teamwork is not there," he said.



COL Larry Stubblefield, Commander 6th Area Support Group, gasses up the first vehicle at the new gas station at Stuttgart, Germany.

One U.S. Army Corps of Engineers Europe District project engineer said the people involved kept the project moving forward even while facing construction challenges.

When the site was excavated to place the 50,000 liter tanks underground, contractor Firma Anzenhofer GmbH uncovered a problem, said project engineer August "Augie" Carrillo. "When we dug up the site, we found the [tanks] were going to run into the steam lines for the centralized heat plant so we had to move those. We had to put a little bend in 'em ...

jog 'em out a few feet." When they did so, workers discovered the water lines were at a different elevation than plans indicated as well, he said. The amount of redirection to the steam lines were increased, and the water lines, originally expected not to be a problem, also had to be rerouted.

Carrillo needed to cut off steam and water for several days to redirect the pipes, and although the steam outage was planned, the water outage was an unforeseen requirement. He knew employees on post would not be pleased. "Steam not being on – not so bad, water not being on – bad," he said. "After much begging and pleading I was forgiven for having turned the water off for longer than I promised. It worked out."

Working things out is what enabled the project team to deliver the station to the customer early.

Carrillo said the contractor was "conscientious" and did his best to minimize disruptions, which resulted in a good project.

And, as the 6th ASG looks forward to consolidating more facilities on Panzer Kaserne from Patch Barracks, COL Larry Stubblefield, Commander of the 6th ASG, said the Corps of Engineers would be there to help them do so.

"Patch is very crowded to put it in a nutshell," Stubblefield said. "We have a long range community plan to take things off of Patch and put them over here, and this is just the beginning step. All of the 6th ASG assets such as the in-processing, the central issue facility, the housing office... are all going to be moved over here to Panzer."

"The Corps of Engineers and the 6th ASG – we're partners. We made an area in our DPW office for the Corps of Engineers. We put it right there with the DPW because our partnership with the Corps of Engineers is just that important."

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But Harkins Builders credits the Corps and installations for the successful completion of the three projects. Mike Ebrahimi, a Harkins project executive at Fort Meade, said that the success of the projects would not have been possible without the help of the Corps and installation DPWs' hard work.

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Main pier construction at Third Port humming right along

by Jerry Rogers

Fort Eustis, VA, established in 1918 on 9,000 acres along the James River, has been home to the Army's Transportation Center since 1950. It's also home to one of the Army's strategically important units -- 7th Transportation Group (Composite). The same Army unit that gained national attention during Operation Desert Shield, the buildup to the Persian Gulf War, for its exemplary service in operating one of the coalition forces main port facilities in Dammam, Saudi Arabia.

Today soldiers of the 7th Transportation Group, armed with their motto of "Always Resolute," patiently await the construction of a modern \$14.8 million main pier at Third Port. The military construc-

tion project is managed by the Norfolk District, Army Corps of Engineers, and is set for completion in September 2004.

tion project is managed by the Norfolk District, Army Corps of Engineers, and is set for completion in September 2004.

The Third Port at Fort Eustis is a deep-water port used to train Group soldiers in cargo logistics and vessel operations. The facility provides a safe harbor for the Army's considerable watercraft fleet and serves as a deployment platform for Army units. It also doubles as a joint service training facility for watercraft operators and cargo handlers. Pier berths provide vessel management and operations training. Its new Landship, Hagglund Crane, and Winch Farm facilities support training

in terminal cargo handling. The existing main pier, constructed in 1945 of creosote-treated timbers, is no longer capable of supporting the full complement of loading and unloading equipment used in Army port cargo handling operations. The Navy Public Works Center surveyed the condition of the pier in 1993 and found substantial deterioration of the piles and cross-braces. The survey indicated that the pier was safe for only one-third of the live loads currently required by Army port operations.

W. F. Magann Corp., based in Portsmouth, VA, began construction on the new main pier last July. Once the old pier was removed, the river bottom was

cleaned and will be dredged prior to turn over. The new L-shaped pier is being constructed using reinforced concrete pilings and concrete decking. While the old pier was equipped with railroad tracks extending the length of the pier, the new pier will feature a railroad ramp connected to an adjacent off-site track to facilitate roll on/roll off and load on/load off operations. The main part of the new pier will be 720-foot long by 85-foot wide. The L-shaped or river end of the new pier will be 152-foot long by 100-foot wide. The pier will also feature 23 mooring, turning and refueling concrete dolphins.

Assistant Superintendent Stan Magann said the biggest hurdle his company has had to overcome is Mother Nature.

"We've been slowed down at times due to high tides, but overall the project is on schedule with no major surprises," said Magann.

The Fort Eustis Resident Office team, Catherine Field, Christian Brumm, Alfred Young and Terry Floyd work with the contractor staff, Rufus Jones, Ray Via, Kevin Nealon and Magann to address potential problems immediately and always work toward consensus. "W. F. Magann Corp. is a diversified general contractor of heavy industrial, marine, and concrete construction, and with more than 50 years experience, they have a proven track record of building state-of-the-art piers," said Young, project construction representative.

Brad Atkins, who served as the Engineering Branch Design coordinator for the in-house design project, says it takes a large team effort to put together a good design. "Russ Underwood from Mechanical and Electrical Section was the electrical designer, Ira Brotman was the Geotechnical designer, and Farzin Zakeri was the civil engineer. I had a lot of help with the structural design from Pat Jones, Carlton Lillard and Chuck Sanders, as well as Tom Szlest, Henry Justis and Robert Sweitzer from Civil Branch on the dredging portion. Norm Malbon provided the cost estimate," said Atkins. "I can't say enough about our support staff and the leadership of our Project Manager, Craig Jones. Without their help, we couldn't have put the design together."

"Soldiers of the 7th Transportation Group have waited a long time for a new, modern main pier, and they have definitely earned it," said Young.

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The new main pier at Third Point, Fort Eustis, VA, features all-concrete pilings and concrete decking. Courtesy of Norfolk District Structural Section



Senior NCOs move into renovated barracks

by David McNally

CAMP CASEY, South Korea –

Several senior noncommissioned officers from the Division Support Command have a new place to call home. Three renovated barracks were officially transferred back to the unit June 25 after more than four-months of extensive renovations.

"This was a local renovation project," said LTC Scott Levin, commander for Camp Casey Garrison. "I am proud of a lot of projects, but probably most proud of this one because it was our own."

Within six months, Levin explained, the garrison earmarked \$250,000 in funding, finished a design and got a contractor to mobilize his workforce. The three buildings, located behind Reggie's on Camp Casey, were renovated and completed at the same time.

Many of the residents moved back into the buildings they had occupied before the renovation because of the quick turnaround. The new design made 24 senior

NCO rooms, with a personal bathroom for every resident. Each building also has a proper kitchen. The senior occupants now face a different situation from the common

"You know when you get off, you have somewhere nice to go to," said Sgt. 1st Class Rodney Jefferson, senior logistician noncommissioned officer for Division Support Command.

latrines and microwave oven of before.

"It is very beneficial for a soldier to go to a good home after a hard day of work," said Sgt. 1st Class Rodney Jefferson, senior logistician noncommissioned officer for DISCOM. "You know when you get off,

you have somewhere nice to go to."

This year alone the Camp Casey community has celebrated 55 ribbon cuttings.

"To put this in perspective, from 1975 to 1993 there was almost zero military construction dollars for projects on Camp Casey," said Levin. "Since 1998, we received over \$250 million in construction."

"We tell our soldiers they can expect to live in a barracks or housing community that is safe, quiet and affords an opportunity to relax," said COL Kurt Stein, DISCOM commander. "These renovated barracks help us to achieve that goal."

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PWD



COL Kurt Stein, commander of 2nd Infantry Division, Division Support Command (left), tours the newly renovated barracks of 24 of his senior noncommissioned officers with LTC Scott Levin, commander of Camp Casey Garrison.

(U.S. Army Photo by David McNally)



The three barracks sit on a hill behind Reggie's on Camp Casey. The new design created 24 senior NCO rooms that have a personal bathroom for every resident.

(U.S. Army Photo by David McNally)



This is the first major renovation since these barracks were first constructed 25 years ago.

(U.S. Army Photo by David McNally)



Fort Monroe flexes its "sporting" muscles

by Ruby Garnett and Bobby Belleza

Fort Monroe, Virginia, unveiled its much anticipated world-class fitness center April 21 with a facility ribbon-cutting ceremony involving Norfolk District Commander, COL David L. Hansen, post Command Sgt. Maj. Anthony Browning, Northeast Region Installation Management Agency Director, Diane Devens, and Fort Monroe Morale, Welfare and Recreation Director, Paul Heilman.

Hundreds of soldiers, their families and installation civilians, along with the City of Hampton Mayor, the Honorable Mamie Locke, gathered to witness the grand opening of this newly renovated and historic building, which had served as a YMCA from 1907 to 1992. Renovation was initiated to retain the building's historic character, which had sat empty since 1992, and to bring the installation's physical fitness space requirements to adequate levels.

"Part of our mission here is to provide quality facilities that support all members of our Defense Department team," said garrison commander COL Perry D. Allmendinger. "This new facility not only



The Fort Monroe Fitness Center boasts 34,000 square feet of world-class fitness equipment.
Photo by Jerry Rogers

accomplishes that goal, but also promotes fitness and wellness," he added.

Stepping into the fitness center's lobby area is like stepping back in time. Patrons are able to appreciate the extensive efforts taken to restore or replicate the unique features of this turn-of-the-century building, such as the elaborate oak wood entry, ornate plaster cornice ceiling, hardwood floors, fireplace mantel, original four-over-one windows, and metal pan ceiling.

Make no mistake, however, at 34,000 square feet, this world-class facility boasts the latest in today's physical fitness technol-

ogy, including computer-linked fitness equipment which can track an individual's progress, a 20-foot climbing wall, racquetball courts, saunas, yoga classes, step aerobics and kickboxing, a group-cycling room enhanced by sound effects and fiber optic lighting and yes, tanning and massage services.

Corps Project Engineer John Clark said trying to incorporate the historical elements of this venerable old building into a modern facility proved to be a bit trying at times.

"There were many obstacles to overcome in the completion of this project, but I was glad to see the project delivery team work so well together to deliver a quality product," he said.

The Fort Monroe Fitness Center is open to all eligible Defense Department employees. For more information, log onto: www.monroemwr.com/fitness2_files/fitness2.htm

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Ruby Garnett and Bobby Belleza are public affairs specialists at the Norfolk District. **PWD**

Deconstruction method speeds building removal at Fort McClellan

by Stephen Cosper

A deconstruction project at the former Fort McClellan, Alabama, demonstrates methods for quickly removing typical WWII Army buildings while salvaging most of their materials. A team led by the University of Florida deconstructed three identical buildings at the fort using a combination of manual and mechanical labor to speed the process.

The demonstration was part of ongoing research at the U.S. Army Research and Development Center (ERDC) that seeks to

expand deconstruction and reuse of Army buildings slated for removal. Some 50 million square feet of surplus buildings must be removed from installations by FY05. Given that demolishing an average two-story WWII barracks produces nearly 400 tons of debris, Army-wide, the result will be a staggering volume of solid waste if no efforts are made to reclaim this material.

The main drawback of traditional, manual deconstruction processes is the time required to completely remove buildings.

On active installations, building removal jobs often have a narrow window of time before new construction or some other activity needs to occupy that space.

The buildings deconstructed at Fort McClellan were typical WWII two-story wood-framed structures typical at installations across the U.S. One of the main strategies was to disassemble the building into two-dimensional sections or panels. Roof assemblies, walls, and floors were all cut using various saws into 10 foot by



Recycling for erosion control

by Gwyn Howard

The Army is committed to improving recycling programs by considering novel approaches for reuse of materials on-site. Efforts are being made to conserve raw materials, find innovative reuses for products, and divert components from the solid waste stream. Finding alternative uses for waste materials like tank tracks is one tactic to add to the suite of methods already employed.

The potential uses for tank tracks are substantial and can provide a plethora of benefits including: reduced volumes of solid waste for disposal, hardened sites for training, and erosion control structures that are robust. Being creative by employing the recycling hierarchy can add up to large savings and good stewardship of resources.

Although recycling is not a 100% solution to diverting solid waste from landfills, it is an essential component of any installation's solid waste management program.

Funded by HQUSACE, the U.S. Army Corps of Engineers, Construction Engineering Research Laboratory has completed a Public Works Technical Bulletin (PWTB 200-1-16) that discusses the alternative reuses of M1 Tank Tracks for erosion control practices. This PWTB summarizes lessons learned, cost-effectiveness, and several case studies. "Lessons Learned" include:

- A discussion regarding Return On Investment (ROI) associated with implementing conventional erosion control practices vs. reusing materials.
- A review of good business practices to follow for communicating with all stakeholders and Subject Matter Experts to ensure success of a project.
- A summary of the Do's and Don'ts associated with reusing unconventional materials for erosion control.
- Examples of successful projects and step-by-step implementation.

The information in the PWTB is helpful to installations trying to find ways to stretch their DPW and ITAM dollars for controlling erosion. Additionally, it's a good alternative for those installations looking to improve their solid waste program to meet the DOD Measure of Merit (MOM) for solid waste: a 40% diversion from landfills by 2005.

PWTB 200-1-16, as well as many other aids and guides in various technical areas, is now available on the Corps of



Fort Carson reuses tank track to harden water crossing.

Engineering and Support Center (Huntsville) Techinfo Website (<http://www.hnd.usace.army.mil/techinfo/C PW/pwtb.htm>). The HQUSACE proponent for this PWTB is Malcolm E. McLeod, CEMP-RI, Malcolm.e.mcleod@usace.army.mil.

For more information, please contact USACERL POC Gwyn L. Howard, (800) 872-2375, x7638, e-mail: g-howard@cecer.army.mil;

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(continued from previous page)

10 foot (or larger) panels, then carried with a bobcat to a staging and salvage area.

Panels could be reused as-is in some way, or could be further taken apart once they are moved from the job site. One scenario is that the panels could be loaded on a flatbed truck and easily moved to an indoor, industrial salvage activity. ERDC's Construction Engineering Research Laboratory (CERL) is working with several partners to demonstrate such a facility at Fort Ord, CA.

As with the other deconstruction methods under study, CERL will evalu-

ate this process and document the productivity, economics, and environmental issues. Researchers from the University of Florida monitored all of the energy inputs and material recovery to develop a "life-cycle assessment" (LCA) for this deconstruction method. An LCA evaluates long-term environmental impacts of an activity.

This project was part of a larger DoD/EPA Region IV Pollution Prevention grant program. Along with the deconstruction at Fort McClellan, the University of Louisville conducted a two-day workshop for DoD personnel, who came from across the country. Participants learned about deconstruction techniques first-hand and heard presentations from others who had

fostered successful programs at their own installations. Copies of the presentations can be downloaded from the following website: <http://www.kppc.org/mcclellan/>

Full documentation of this project will be published in fall 2003. While the work was conducted on a closed installation, results can be expected to be equally valid for active installations.

For more information, please contact Stephen Cosper at CERL, 217-398-5569, email s-cosper@cecer.army.mil. Visit the Building Deconstruction Consortium website on DENIX at <http://buildingdeconstruction.org>.

Stephen Cosper is a researcher at ERDC-CERL's Environmental Processes Branch. **PWD**



Donald G. LaRocque

Public Works Program Manager, IMA

Donald G. LaRocque may be the new kid on the block at the Installation Management Activity (IMA)-- a field operating activity for the ACSIM-- but not for long. Get used to his name, because as the Public Works Program Manager, he will be making many decisions impacting on the Army's installations.

Something of a globetrotter, LaRocque worked at four Army installations in as many states as well as Germany and Kwajalein Atoll before settling in the Washington Metropolitan Area in 2003. Installation DPWs will appreciate his education and extensive experience with the many complicated facets of facilities engineering.

LaRocque graduated with honors in 1975 with a Bachelor of Science in Electrical Engineering from the Lowell Technological Institute, MA. As an intern with AMC, he earned a second degree in Maintainability/Maintenance Engineering from the Army Materiel Command at the Red River Army Depot in Texas.

In 1976, LaRocque began his government career working at the Tooele Army Depot, Utah, as an electrical/mechanical design engineer, quickly becoming a functional expert in intrusion detection systems and chemical munitions handling, storage and security.

Next, he went to Fort Devens, MA, where he started out as an electrical/mechanical designer but was soon promoted up the ladder all the way to Chief of Engineer Plans and Services Division. "During my six years at this FORSCOM installation, I performed a variety of functions, including management of contract design, contract inspection, master planning, facility utilization, and real property, all of which helped prepare me for my future positions in MACOM and now DA management," explained LaRocque.

In 1984, he packed up his family and moved to Germany to begin a 9-year stint in HQ USAREUR DCSSENGR. Here, because of his direct installation experience, LaRocque was asked to go on almost



every staff assistance visit the Installation Support Activity, Europe conducted as an EP&S functional expert. He was determined to learn the best about each site he visited so that he could apply that knowledge when he left Europe. LaRocque soon became the Chief of Master Planning and Real Property for the DCSSENG. His staff was second to none and, together, they developed and fielded CADD systems in all the USAREUR master planning offices, developed space and planning criteria that is still the benchmark for today's Army facility criteria, and were integral players in the early development days of IFS-M, ASIP, and RPLANs.

"Once I became the Chief of Installation Management, things really snowballed," recalled LaRocque. "I managed MCA planning, NATO construction, OMA project prioritization (including USAREUR Barracks Upgrade Program), Troop Construction Program, AFH project management, Master Planning, Facility Utilization, and Real Property."

In addition, from 1989-1993, LaRocque was the facility planner/real property officer on a CINCPAC select team responsible for planning and executing the force and facility drawdown in Europe. "Our work had direct impact on which installations were to be retained and which were to be returned to the Host Nation," he said.

LaRocque returned to the United States in 1993 as the Director of Public Works at

Fort Indiantown Gap, PA. "I drew heavily on my past experience to manage and operate all the public works activities on this major Reserve Component training installation," LaRocque said.

During his two years at the U.S. Army, Kwajalein Atoll, LaRocque was first Chief of Engineering Housing & Environmental (PW) and then the Director of Installation Management. Defining the latter as the civilian equivalent of a garrison commander, he said, "It wasn't easy being responsible for all public works on Kwajalein, as well as supply, transportation (including AMC and MSC air and sea transportation from CONUS to USAKA plus a commuter airline and the most diverse Navy in the Army), automotive, community activities, medical services, retail food and merchandising, and educational services.

From 1998-2003, LaRocque was the Deputy to the Garrison Commander and Installation Executive Officer at Fort Stewart, GA. As the senior civilian on the installation, he led the installation strategic planning effort and was in charge of all garrison activities. Fort Stewart benchmarked the IMA concept of separation of mission from BASOPs functions.

Today LaRocque oversees the execution of all aspects of installation public works activities on Army installations worldwide. "I'm trying to figure out how to best reenergize master planning and how to implement the new Installation Design Standards," said LaRocque. Other major initiatives include developing a system for prioritizing OMA projects for potential year-end funding and organizing a Real Property Master Planning Workshop.

"The Army needs its public works programs to be executed successfully for both current and future operations, and I am trying to get up to speed on all the current issues as I visit the IMA Regions. I enjoy the engineer job and always have a good time in whatever job I have. I look forward to working with a new group of great people," LaRocque concluded. **PWD**



Robert J. Sperberg

Chief, Facilities Policy Division, ACSIM

Robert "Bob" Sperberg joined the staff of the Assistant Chief of Staff for Installation Management (ACSIM) in January 2003, replacing John Krajewski as the chief of the Facilities Policy Division in the Facilities and Housing Directorate. A retired Army Corps of Engineers colonel, Sperberg comes well-equipped for the job. He is a registered professional engineer in the Commonwealth of Virginia with a Master of Science in Engineering Administration from George Washington University and a Bachelor of Science in Civil Engineering from the Virginia Military Institute. His military education includes the Army War College in Carlisle, PA.

Prior to joining the ACSIM, Sperberg worked in private industry as the contract project manager for the Army's Range Inventory Project, a \$7.5 million Geographic Information System (GIS) spatial inventory of all training sites around the world.

"I organized and directed the first comprehensive spatial inventory of Army ranges and their potential environmental impacts," Sperberg said. "I also directed GIS projects supporting federal agencies and municipalities such as the Federal Aviation Administration, Department of the Navy, and the city of Newport News." In addition, Sperberg was the contract host for the Integrated Training Area Management (ITAM) 2001 National Workshop, where he reconnected with many installation and training area managers.

Many of us in the Washington Metropolitan Area remember Sperberg as the Chief of Staff/Executive Officer, Office of the Assistant Secretary of the Army for Civil Works, a position he held as an Army colonel from 1996 to 2000. "As the XO, it was my job to coordinate the formulation of national policy for the Civil Works Program between the Army Corps of Engineers and the various offices in the Army Secretariat," Sperberg reminisced. "At the Secretariat, I learned a great deal about the roles and responsibilities of a MACOM,



the Army Staff, and the Secretariat in framing policy and guidance for Army programs. I also gained a special appreciation for the concept of civilian leadership of the Army. But it was my experience as a Commander and District Engineer at the Wilmington District, NC, from 1994 to 1996 that really taught me how to effectively manage an operating budget and a large staff over a huge geographical area."

Sperberg has also held various command and staff positions, directing a variety of organizations in the United States and overseas. Those assignments included tours with the Facilities Engineer (FE) or DPW offices in Europe, Korea, and the United States. The toughest challenge was serving as the FE in Mainz, Germany, where then BG Schwartzkopf was his community commander. "He taught me that there was no priority greater than ensuring our soldiers and their families have the best possible facilities in which to live and work. He made us live the motto 'Quality facilities – Quality soldiers – seven days a week!'" Sperberg recalled.

Sperberg then served in the old Assistant Chief of Engineers' (ACE's) office in the Pentagon where he put some of those field experiences to work. "I learned translating field requirements into the program and budget language of the Pentagon was not a simple math and writing exercise. It took a tough balancing act of needs versus resources mixed with constantly working to

protect facilities programs during the Army budget preparation process," he explained. Sperberg rejoins many of his coworkers from those days on the ACE's staff as he takes on the job of Chief of the Facilities Policy Division, directing centralized policy development and implementation, long-range planning, and programs for Army facilities engineering, installation management, utilities, civil and industrial engineering issues. He also advises senior Army leadership on worldwide Army facilities engineering and installation public works activities.

"Since a big part of my current job is to provide Army program management for infrastructure issues, I have to depend on my field engineering experience and previous Pentagon assignments to know how and when to influence success for our programs," Sperberg explained. "We have a great team in the Facilities Policy Division. They work tirelessly at the highest levels of the Army Staff and the Secretariat to ensure our DPWs and their staffs get the resources and policy support needed to enhance the quality of our facilities."

Sperberg's division covers a wide spectrum of concerns including environmental, energy conservation, buildings, pavements, airfields, workforce management, automated systems, specialized construction contracting, and fire and emergency services on a daily basis. "We will continue to put a strong emphasis on the privatization of utility systems on Army installations," he said, "as well as a strong focus on sustainable design and development of our maintenance and repair program."

Also active in the engineering field outside the office, Sperberg is on the Engineering Management Committee of the American Society of Civil Engineers, was recently the Chapter President-Elect for his ASCE Section in North Carolina, and is a member of the Association of the United States Armed Forces and the Army Engineer Association. Most of his weekends are spent working with the Special Olympics Program of Northern Virginia. **PWD**



<http://www.hq.usace.army.mil/isd/>
